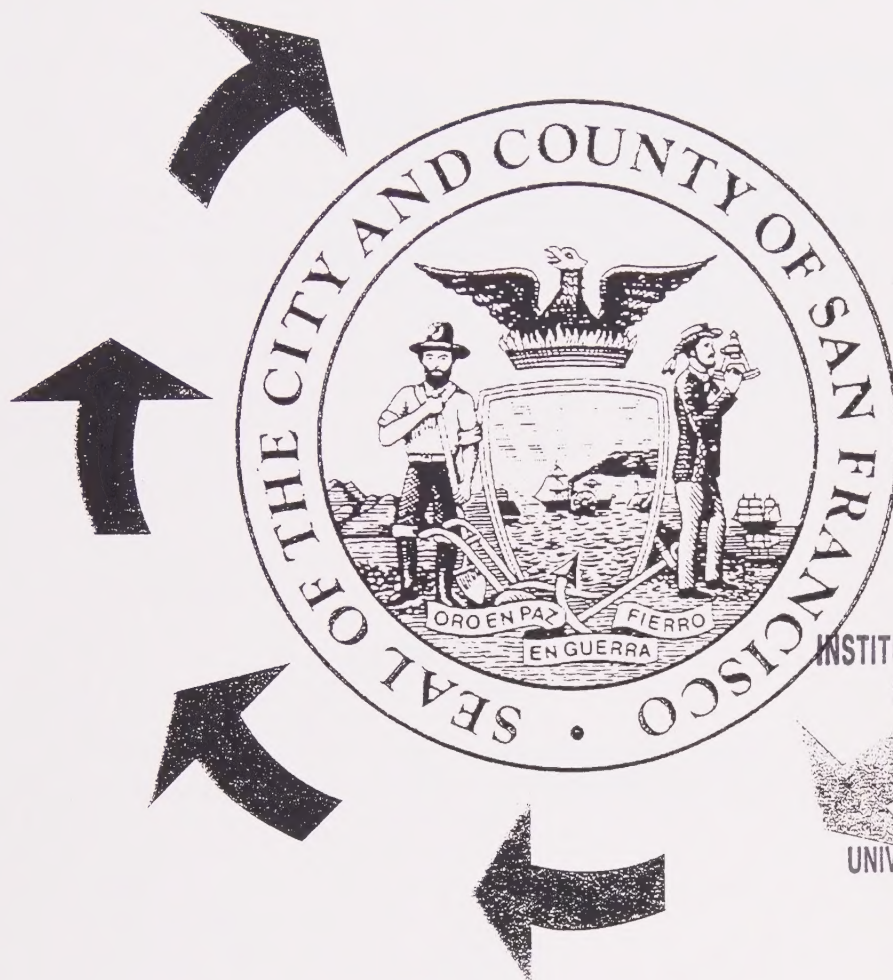


Prepared for  
**MAYOR WILLIE L. BROWN, JR**  
under the auspices of the  
**Mayor's Criminal Justice Council and the California Board of Corrections**  
Prepared by Delancey Street Foundation



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## JUVENILE JUSTICE

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## ACTION PLAN VOLUME II SYSTEM REVIEW

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# SAN FRANCISCO JUVENILE JUSTICE SYSTEM REVIEW

MAYOR WILLIE L. BROWN, JR.

## COORDINATING COUNCIL

Kimiko Burton, Director, Mayor's Criminal Justice Council  
Rudy Smith, Chair, Interim Chief, Juvenile Probation Department  
Fred Lau, Chief, San Francisco Police Department  
Terence Hallinan, District Attorney  
Jeff Brown, Public Defender  
Dr. Sandra Hernandez, Director, Department of Public Health  
Will Lightbourne, Director, Department of Human Services  
Waldemar Rojas, Superintendent, San Francisco Unified School District  
Michael Yaki, Member, Board of Supervisors  
Flynn Bradley, Forensic Services (Drug and Alcohol)

## Delancey Street Planning Team

Mimi H. Silbert  
Carol Kizziah

Robert Bennett, Resource Development Associates  
Pat Marrone Bennett, Resource Development Associates

Sandie Alger  
Joanne Brown  
Carol Chodroff  
Mike Delane  
Nolan Highbaugh  
Abe Irizarry  
Shirley LaMarr  
Conrad Laran  
Teri Lynch  
Craig Miller  
Gerald Miller  
Stephanie Muller  
Jerry Raymond  
John Ridley  
Frank Schweickert  
Ollie Wolfe

March 14, 1997

# VOLUME II: JUVENILE JUSTICE SYSTEM REVIEW

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# I. PROBLEM STATEMENT

## INTRODUCTION

In the City and County of San Francisco the problems of increasing youth violence, drug abuse, and youth gangs have overwhelmed an archaic and inadequate juvenile justice system. Reform of the juvenile justice system has not occurred to adapt to the changing needs of youth and families in an urban environment. Appropriate treatment and supervision options are insufficient and juvenile facilities are intolerable. In 1996, the *San Francisco Chronicle*, in a series of articles describing the City's troubled system, found that, "At a time when anxiety about youth crime pervades the nation, San Francisco's juvenile justice system is dysfunctional and antiquated."

The City and County of San Francisco is located on the tip of a peninsula surrounded by the Pacific Ocean and the San Francisco Bay. It is the financial and cultural core of a metropolitan area of five and a half million people. The City covers an area of approximately 45 square miles and has a population of roughly 725,000. San Francisco is the only city-county government in California.

In 1994, there were 124,612 children between the ages of 0 -18 in San Francisco or 17 percent of the total population. For the child population, 29 percent (36,115) were Caucasian, 17 percent African-American (20,950), 19 percent Latino (23,473), and 35 percent Asian/Other (44,074).

Adolescent females in the juvenile justice system represent a rapidly increasing population with often unmet needs. The police department reports that a significantly higher number of girls are heavily involved in youth gangs. Research indicates that 75 to 95% of the girls detained in Juvenile Hall have been sexually abuse or victims rape. Furthermore, because there are few options available, girls spend more time in Juvenile Hall than boys. Other risk factors of school failure, drug use, and an unstable living situation are more common also among girls. (See Girls in the System.)

## JUVENILE ARRESTS

Alarming increases in juvenile violent crime have occurred while the population of juveniles ages 12-17 was decreasing. The total number of felony arrests among juveniles in San Francisco increased from 1,950 in 1985 to 2,338 in 1995. Over the same period, arrests for violent offenses increased by 121 percent from 400 in 1984 to 887 in 1995 (see Table 1: Arrest Data and Chart 2: Violent Felony Offenses). In 1995, there were 545 robberies and 315 assaults compared with 213 and 252 respectively, in 1986. In 1993 there were 34 homicides involving juveniles; a 100 percent increase over the previous high of 17 in 1991 and dramatically higher than the total of seven homicides in 1986. Based on a 1996 study of juvenile arrests and detention, San Francisco has the second highest juvenile arrest rate (86 per 1000) of the eight counties in California with the highest levels of serious crime.

Table 1: Arrest Data<sup>1</sup>

Arrests	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995
Felony Arrests	2142	2205	2829	2852	2537	2339	2259	2553	2477	2338
Violent Felony Arrests	428	388	453	548	570	435	527	766	830	885
Felony Drug Arrests	340	704	929	906	527	507	437	504	571	484

## JUVENILE PROBATION

Overall, probation referrals for law violations are down from 7091 in 1986 to 5341 in 1995. However, the percentage of youth referred for law violations that are placed on supervision has increased from 17% in 1986 to 20% in 1995, resulting in roughly the same number of youth on Probation.

## YOUTH GANGS

The San Francisco Police Department has identified at least 40 different gangs in the City and 1,400 juveniles as gang members. The Police Department Gang Task Force received 500 cases in 1994. These cases included 56 drive by shootings (an increase of 37 percent over 1993), more than 50 gang related robberies, over 155 gang related assaults, and over 80 gang related weapons seizures. Prior to 1985, there was only limited Black and Latino gang activity. In 1987, there were two (2) drive by shootings; now there are an average of 50 a year. The increase in violent crime is associated with drugs and gang activity. The Police Department, being overwhelmed by the current levels of gang activity. Current gang suppression, often in response to citizen complaints, usually involves directing resources to areas of violent activity (as was the case with a recent gang-related shooting in the Mission District).

## DETENTION FACILITIES

Juvenile institutions have been operating at or above capacity. In 1994, the average daily population (ADP) at the Juvenile Hall reached a ten year high of 127. During 1994, the Juvenile Hall monthly ADP went as high as 137.5, exceeding the rated capacity. For the same year, the Juvenile Hall operated at capacity 97% of the time. From 1986 through 1995, the average length of stay of 12 days in 1995 was the highest for any year excluding 1992 (13 days). In 1995, the ADP at Log Cabin was 45, the highest rate in the last five years (see Table 3: Custody Services and Chart 4: Juvenile Hall and Log Cabin ADP).

<sup>1</sup> California Department of Justice, Criminal Justice Profile San Francisco County.

Table 3: Custody Services<sup>2</sup>

Custody Services	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995
% of Referrals Detained	36	43	50	56	53	49	51	51	53	56
Juvenile Hall Bookings	2553	3080	3715	3652	3128	2866	2707	2974	3035	3000
Juvenile Hall ALS	10	9	10	11	11	11	13	11	12	12
Juvenile Hall ADP	96	107	119	123	109	93	97	115	127	112
Log Cabin Admissions	126	127	155	158	104	79	115	106	99	96
Log Cabin ADP	56	51	65	57	41	30	40	38	40	45
Out of Home Placements	217	220	264	295	308	262	244	276	257	181
Remand to Adult Court	9	3	0	6	14	8	7	12	12	10
CYA Dispositions	48	29	28	24	22	26	20	32	27	26

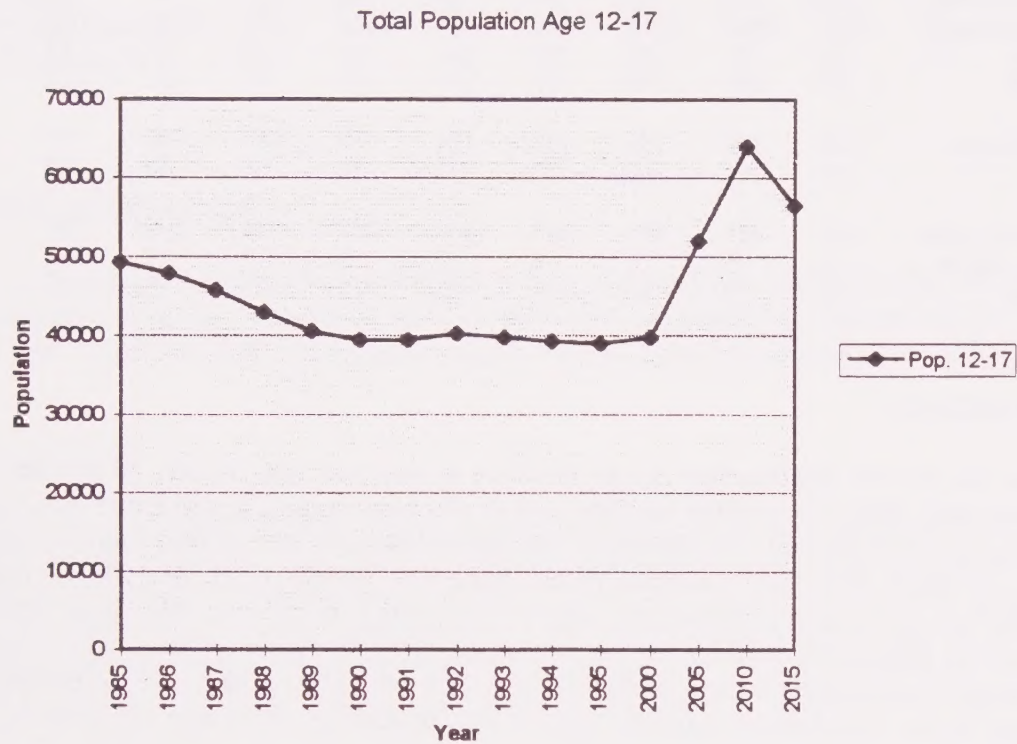
## OTHER RISK FACTORS

Other risk factors for juvenile delinquency are also evident in San Francisco. Nearly 50 percent of the children in school come from low income families, one of the highest rates in the entire State (46th). The high school drop out rate from 1991 through 1994 was 6.9 percent, the second highest drop out rate in the State and far above the State average for the same time period of 5.0. In 1993-94, only slightly over half of the public high school graduates were prepared for college. Also from 1991-93, San Francisco ranked 19th in the State for the percentage of births that received late or no prenatal care. The rate of children in foster care from 1991-94 was 28.5 per 1,000 children, far exceeding the Statewide average of 9.4. San Francisco ranked 44th among counties Statewide in the number of youth in foster care.

**From 1995 through 2010 the youth crime prone age group in San Francisco (12-17) will increase substantially from 39,061 to 62,014 (see Chart 1: Juvenile Population). Clearly, San Francisco must immediately transform its entire system to address these needs in a comprehensive, integrated and systematic fashion.**

<sup>2</sup> San Francisco Probation Department, Annual Report, 1990-1995.

**Chart 1: Juvenile Population**

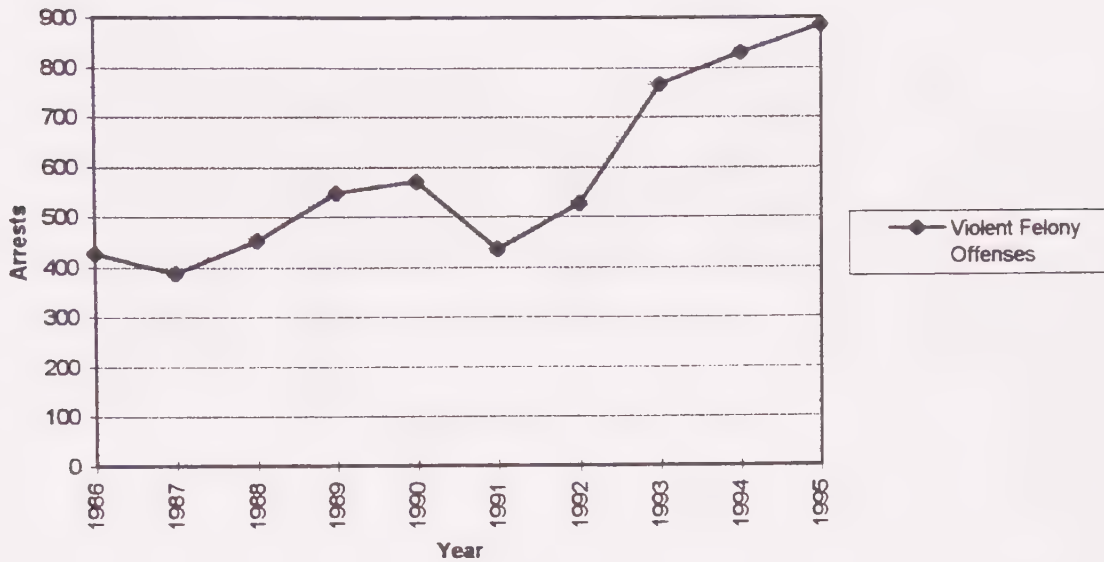


Year <sup>3</sup>	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	2000
Pop. 12-17	49335	47917	45770	42966	40567	39486	39453	40232	39780	39272	39061	39741

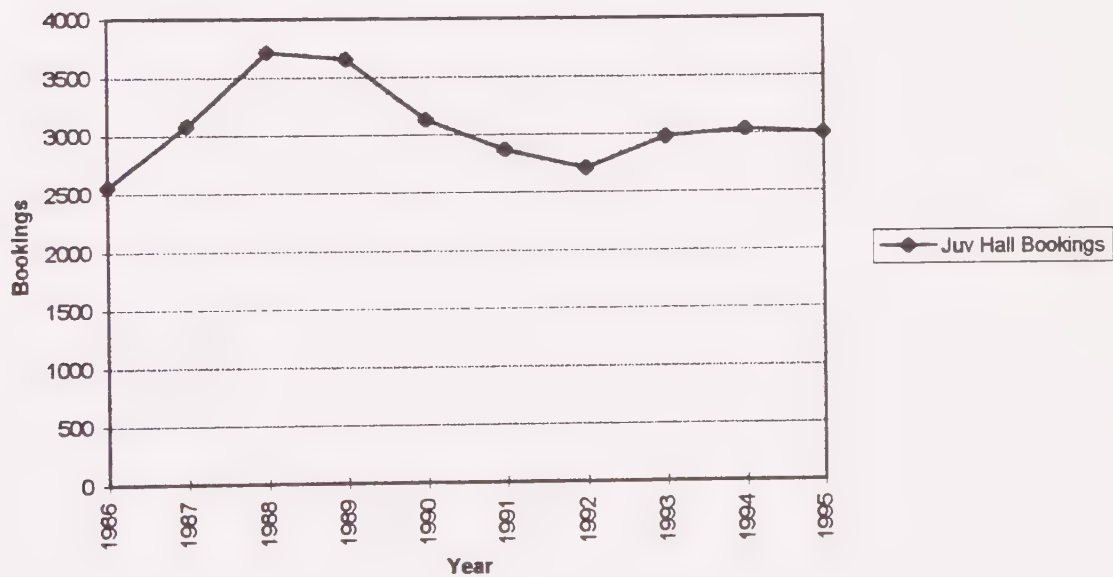
Year	2005	2010	2015
Pop. 12-17	49971	62014	54444

<sup>3</sup> State of California, Department of Finance Demographic Research.

**Chart 2: Violent Felony Offenses<sup>4</sup>**



**Chart 3: Juvenile Hall Bookings<sup>5</sup>**



<sup>4</sup> California Department of Justice, Criminal Justice Profile San Francisco County.

<sup>5</sup> San Francisco Probation Department, Annual Report, 1990-1995.

Chart 4: Juvenile Hall and Log Cabin ADP<sup>6</sup>

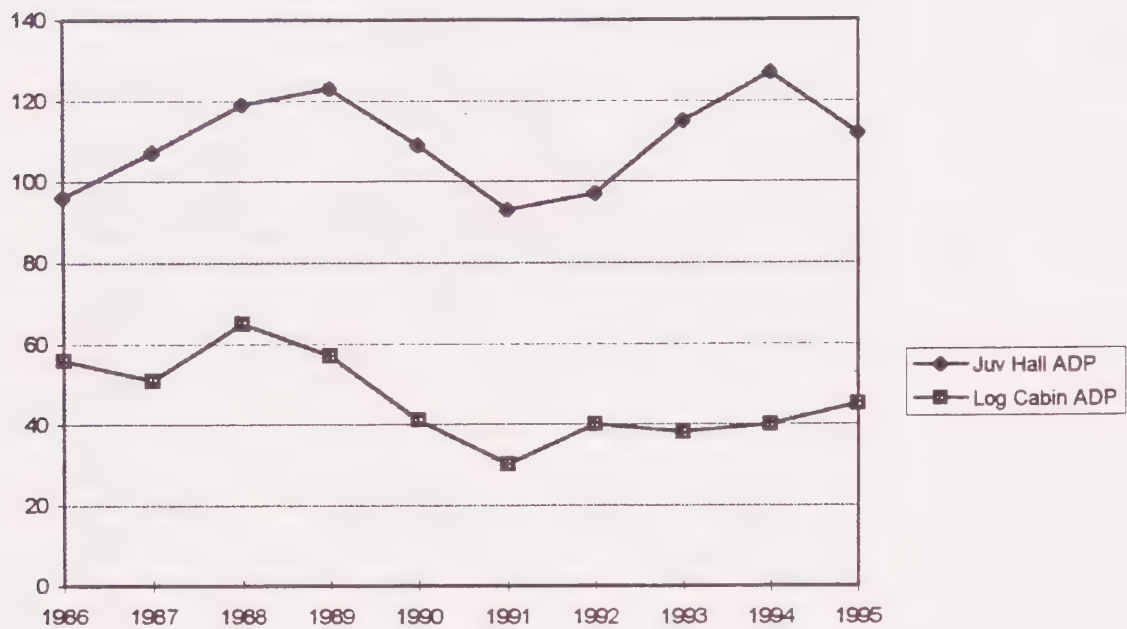
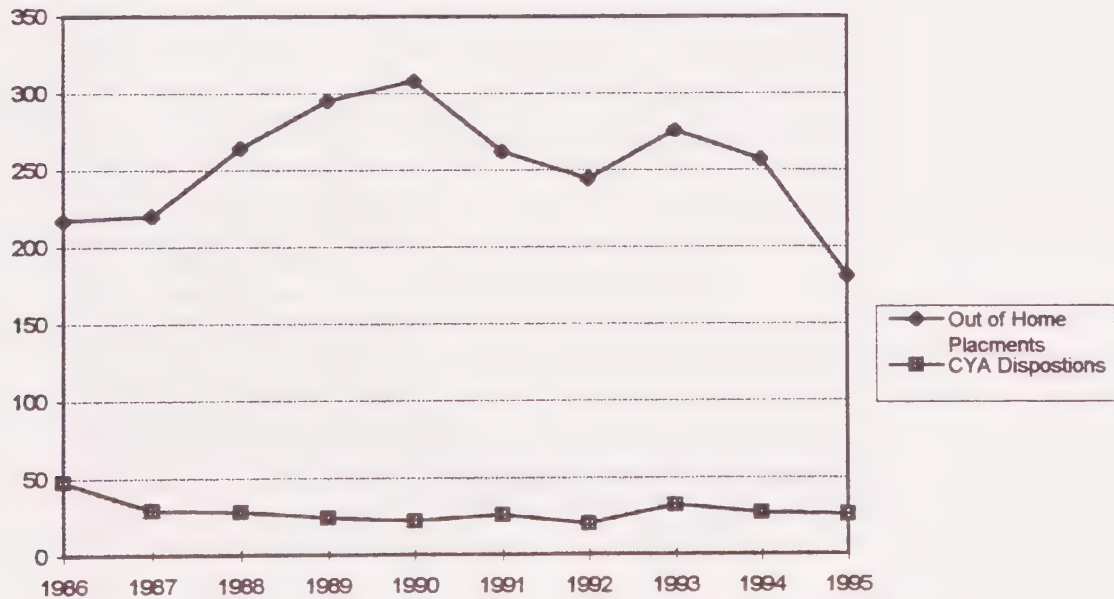


Chart 5: Out of Home Placements and CYA Dispositions<sup>7</sup>



<sup>6</sup> Ibid.

<sup>7</sup> Ibid.

## II. SYSTEM DESCRIPTION AND RECOMMENDATIONS

### A. INTRODUCTION

In addition to the more formal data collection and mapping of juvenile crime and community assets, and the youths placement and profile study, we developed an informal process to gather as much information as possible from practitioners and clients from every aspect of the system. This was accomplished in three ways: written surveys, telephone interviews, and personal interviews.

Written questionnaires were set to all staff working at juvenile hall and log cabin ranch.

Presentations were made to each of the three commissions, and the majority of commission members were individually interviewed. Presentations asking for feedback were also made to the probation officers' association, and interviewers spent several days and evenings at juvenile hall and log cabin observing the daily interaction and interviewing the majority of counselors on duty as well as youths. Department heads and administrators as well as staff from all related city agencies were interviewed, along with representatives from churches, families with children in detention, citizens who contacted us, and youths who had formerly been in either juvenile hall or log cabin. The parent and youth interviews, the counseling staff interviews, the probation officer interviews, and selected other individual interviews were confidential. Additionally, all written surveys were anonymous. In all, over 400 people were interviewed for this aspect of the study. Eighty-five community-based programs funded by the mayor's criminal justice council, the mayor's office of children, youth and their families, the department of public health (community substance abuse) and the juvenile probation department were interviewed with a needs assessment survey. Section III presents the results of the needs assessment surveys in a resource guide.

### B. METHODOLOGY

Written surveys made available to Probation, Department of Public Health Special Programs for Youth and the school program included a letter from the President of the Delancey Street Foundation explaining that the purpose of the study was not to focus on criticisms but to share ideas for solutions and model juvenile justice programs. Agency and program chiefs were asked to distribute these surveys to their employees. Respondents could mail the surveys in provided envelopes.

The Probation, School and Health Surveys covered questions on family involvement, types of programs offered, needed interventions in facilities and in the community, effectiveness of interventions, model programs. Seven school staff returned the written surveys. In addition, six teachers and one administrator were interviewed in person. Although only a few probation group counselors returned written surveys, interviewers talked with eight counselors at Log Cabin and 19 counselors at Juvenile Hall (20% of the total counselor staff). Some counselors were very helpful and developed written programmatic ideas for services to help youths while in detention. Twenty-two percent (9) of the health care staff (administrators, nurses, health educators, social workers) at Juvenile Hall and Log Cabin returned the written survey and an additional six persons working for the Special Programs for Youth were personally interviewed. Nine Probation Officers (10%), three administrators and two supervisors returned the written Probation Survey and four additional Probation Officers received personal interviews. A number of interviewees we spoke with were very concerned that their names not be used. The additional persons interviewed whose names we have

included in the List of Persons Interviewed under Juvenile Probation covered topics related to specific programs or activities the staff were involved in.

Personal interviews were then conducted with all of the Juvenile Probation Commission members, all but three of the Delinquency Prevention Commission members and their Executive Director, and half of the members of the Juvenile Justice Commission. Judges and commissioners and other staff from the Superior Court as well as attorneys (and legal agency staff) working with juveniles in San Francisco, attorneys from the District Attorney's Office and the Public Defender's Office were also interviewed in person. These open-ended interviews asked about their experiences in the juvenile justice system and their recommendations for improvement.

Numbers of other agency heads and administrators from the Department of Public Health, Department of Human Services, the Police Department, the San Francisco Unified School District, Mayor's Office of Children, Youth and Their Families, Department of Recreation and Parks, the Library and the Mayor's Criminal Justice Council were interviewed. These interviews addressed both specific programs for at-risk and delinquent youth under their jurisdiction and recommendations for the San Francisco juvenile justice system.

The Program Needs Assessment Survey included questions on program description, supervision and structure, client profile, existing program capacity, costs and interest and/or ability to expand and take juvenile justice clients and evaluation. The results of the Program Surveys contained in the Resource Guide developed as part of this Local Action Plan, provide an assessment of existing resources specifically targeting at-risk juveniles ages 11 to 17 years, offenders, and their families. Other children and at-risk youth serving agencies are available in San Francisco but do not receive funding from the sources included in this review. Staff from some of these other agencies, e.g., Men Overcoming Violence, Back on Track Tutoring, Rising Youth for Social Equity (RYSE), Volunteers in Parole, The Community Board Program were interviewed for this report and comments and recommendations from those interviews are included in other sections of this report.

The Youth Survey covered questions about prior juvenile justice history, experience with the system and staff, opportunities for activities in the facility, experience with community-based organizations and services, help needed, available social support and family situation. Given the nature of the material under study, as well as the lack of trust among the target population for "officials", the credibility of the interviewers was of critical importance. The interviewers selected for the study were representatives of the target population. All interviewers were residents of the Delancey Street Foundation and had been in juvenile hall, camps, ranches and/or the California Youth Authority during their adolescence. They represented a balance of cultures, races, language abilities. The fact that the interviewers reflected the make up of the sample population added an immediacy of rapport necessary to the subjects' sharing of experiences. Interviewers had also participated in prior research and received training covering interviewing techniques, and needs of the subjects. One hundred and three youth were interviewed, representing all the girls (16) and almost all the boys at Juvenile Hall and Log Cabin during two weeks in January, 1997.

All written survey instruments are available in the San Francisco Juvenile Justice Action Plan Sourcebook.

These interviews and surveys resulted in the descriptions of key departments in the system and the recommendations for each department which follow. Recommendations regarding system-wide services supported the program components developed in the Action Plan. Recommendations

particular to each department and to interaction among departments will be explored by the Implementation Team when the Action Plan goes into effect.

## C. LAW ENFORCEMENT

The juvenile division of the San Francisco Police Department has the following functions: the child abuse section investigates all cases of sexual molestation of victims under 18, physical abuse cases, severe neglect, and child exploitation; missing persons section handles all missing person reports regardless of age; juvenile offender section investigates all cases of assault, vandalism, threats, and extortion in which the suspect is a juvenile; and, youth programs section coordinates a variety of prevention and intervention programs. There are 32 sworn positions within the juvenile division.

The juvenile division coordinates police resources directed to school-based services. The police presence in the schools is a three tiered approach: 1) special school car officers (15) respond to all school incidents; 2) school resource specialists from each City station provide education material and work with schools to ensure safe school sites and develop positive relationships with youths; and 3) sector cars provide back up to all schools.

In 1996, the Police Department began implementation of the School Resource Officer program city-wide. The Department is in the process of assigning and training officers for this special duty. At least ten additional officers are needed to implement this program city-wide. Two of the School Resource Specialist positions have been funded through two grants from the Office of Criminal Justice Planning: a \$100,000 drug suppression grant (one year grant) and another \$50,000 (18 months) allocated from the Weed and Seed grant. A total of 12 schools (ten elementary schools and two middle schools) in the Bayview and Outer Mission/Ingleside area are served by these two positions. The school district does not assume any of the cost for the program.

Recommendations for the Police Department include specific training for officers working with juveniles in minority neighborhoods, and a specially trained group of investigators for a variety of juvenile crimes, specific assistance to youths going between home and school in high crime, high gang areas.

## D. JUVENILE PROBATION SERVICES

### 1. SYSTEM DESCRIPTION

The San Francisco Juvenile Probation Department is overseen and/or governed by two commissions: the Juvenile Probation Commission (appointed by the Mayor) which is responsible to formulate, evaluate and approve the goals, objectives and plans for the Juvenile Probation Department and insure they are consistent with the policies of the City and County; and the Juvenile Justice Commission, an arm of the Court which has the authority and responsibility to inspect Juvenile Hall and Log Cabin Ranch and look into the condition of group homes. Additionally, the Board of Supervisors and the Mayor each appoint a member of the Delinquency Prevention Commission

which is under the state Welfare and Institutions code charged with coordinating services for high risk young people in San Francisco.

The Juvenile Probation Department provides pre and post adjudicated services to juvenile offenders in the City and County of San Francisco. The Probation Department has the standard range of responsibilities including intake and diversion services, field supervision, out-of-home placements, court reporting, and operates juvenile detention facilities. The Youth Guidance Center, in addition to housing the Probation Department and Juvenile Hall, also houses the juvenile court, offices for the Public Defender and District Attorney representing juveniles, and Special Programs for Youth (SPY). The Juvenile Hall is a 132 bed short term secure detention facility for pre-adjudicated youths and youths awaiting placement. It is universally considered inadequate and its replacement is a much repeated recommendation. The Log Cabin Ranch School is a non-secure detention facility for adjudicated male offenders between the ages of 14 and 18. Log Cabin is a twelve month program with the stated goal of addressing the academic, vocational and emotional needs of each resident. At Juvenile Hall and Log Cabin, on site schooling is provided by the San Francisco Unified School District. Juvenile Hall costs \$240 per day per youth and Log Cabin costs \$160 per day per youth.

### Supervision

Eight Probation officers are assigned to the field supervision unit. Each officer has an average caseload of 70 youth. As of March 1997, there are approximately 400 youth on formal supervision in San Francisco. Informal supervision is an alternative for less serious offenders. An estimated 80-85 youth are currently on informal supervision.

### Out of Home Placement

As of March 1997, 210 probation referred youths are in out of home placement, 73 of whom are girls (35%). The current total monthly cost for all out of home placements is \$721,480, with individual program costs ranging from \$484 per month for youths placed with relatives to \$4,699 per month for residential treatment programs such as the Colorado/Excelsior program and \$5,013 for sub acute care (Willow Creek).

Typically, San Francisco youths in placement require a high level of treatment. However, few appropriate local options exist. Youths running from placement continues to be a serious problem and many youth receive multiple placements. The Probation Department reports that residential and/or substance abuse treatment services for youths in the City are severely inadequate and, for the most part, non-existent. Most youths are sent out of county or out of State for residential care or treatment. (For example, to Colorado for girls, to Pennsylvania for boys, and within California to Thunder Road (Alameda) or Our House (Napa)). The Probation Department currently uses 76 different placement facilities (group homes, foster care, treatment programs) of which nine are in San Francisco County, 63 are in other counties in California, and four are out of State. For youth in foster care the vast majority are placed with a relative (in one recent month, of the 32 youths in foster care, 24 were placed with a relative and only eight in a traditional foster home).

### Special Caseloads

The Probation Prevention/Diversion Unit is responsible for post-adjudicated supervision of younger offenders (under 14 years old). Community service, the Street Law program, the Aggressive Offender

program, and Theft Awareness Classes programs are used for diversion services. The Parenting Skills Program, the Juvenile Sex Offender Program, and the Family Mosaic are also part of this unit.

The Serious Offender Program (SOP) focuses on repeat violent offenders who have a sustained felony petition for a violent crime or act involving a firearm. Youths are placed under intensive supervision and referred to community-based organizations for other assistance. Probation staff work with youths primarily in directing them to obey court conditions and remain in school. As of December 1996, 85 youths were in the Serious Offender Program.

Beginning in February 1997, youths returning from placement are supervised by a placement supervision unit, consisting of one Probation Officer with a caseload of 15 youths. The Officer provides intensive supervision to youths for the first 90 days after returning from placement, including connecting youths to the appropriate school setting and other community agencies. After this initial period, youths are placed on regular probation supervision.

The Community Service Program is for youths with court orders to complete community service hours, or youth referred from the Diversion Unit, or referred by Traffic Court. Job sites are provided by SLUG and by the SFUSD Landscaping Department. From July through December 1996, 283 youths were referred for community service and 130 youth completed their assigned hours (46%). This reduction was down from a 65% completion rate in the previous six month period.

#### Probation Contracted Community-Based Services

The Probation Department Community Programs Division contracts with community-based organizations for a range of youth services. In 1996-97, the Probation Department allocated slightly over \$1.2 million for these services (see Section III Community Resource Guide). The following is a summary of services and providers:

The following organizations provide case management services for youth placed on intensive home supervision: Potrero Hill Neighborhood House (16-20 youths); Morrisania West Inc. (16-20 youths); Vietnamese Youth Development Center ((8-12 youths); Real Alternatives Program, Inc. (RAP) (16-20 youths); Office of Samoan Affairs (16-20 youths); Bayview-Hunters Point Foundation (16-20 youths); and, Chinatown Youth Center (16-20 youths).

The Potrero Hill Neighborhood House (Omega Boys Club) provides group counseling for youth in juvenile detention facilities (estimated 50 youths). The Ella Hill Hutch Community Center operates a mentorship program for boys and girls that involves offenders in community service (32 youths). The YWCA of San Francisco/Marin/San Mateo operates a girls mentorship program that provides counseling for delinquent girls (24 girls). The S.F. Boys and Girls Home provides pre-placement shelter (8-10 boys). Youth Advocates, Inc. provides a status offender program including shelter, medical assessment, and case management for runaways and truants (700-1,600 youths). Bayview Hunters Point Foundation also provides a home detention program for pre-adjudicated youth (20 youths).

Through its Detention Diversion Advocacy Project (DDAP), the Center on Juvenile and Criminal Justice (CJCJ) provides intensive levels of community-based intervention and monitoring services as an alternative detention for pre-adjudicated, non-violent offenders ages 12-17. Funding for DDAP is provided through the Mayor's Office of Children, Youth and their Families. DDAP maintains a caseload of 40 youths. (See Section III Community Resource Guide.)

Proposition J (Children's Fund) provides funding for volunteer case managers, the Focus program, Parenting Skills program, and the Street Law program which are all described in the Community Resource Guide (Section III ).

## Facility Services

Numbers of people and groups come into Juvenile Hall to offer programs that include many types of services, such as NA/AA and religious classes, but there is no clear plan for what services should be available and who should be providing them. The following description of facility services include those currently available at Log Cabin, and Mental Health and school programs in both detention facilities.

Log Cabin programs (provided by LCRS staff) that are mandatory for all youth and meet weekly include Anger Management classes, Conflict Resolution Training, Survival Skills Training, Family Reunification, Teen Father Program (for youth with children or soon to be fathers), and Commitment Offense Group. The Substance Abuse Program at Log Cabin provides counseling, intervention, and relapse prevention to residents with drug and alcohol problems. The Omega Boys Club provides counseling groups on a weekly basis. No structured vocational programs are currently offered at Log Cabin. Other programs that were formally contracted out to community providers, which include vocational instructors and Life Skills Training Program, stopped September, 1996 while new administrative and fiscal procedures are implemented.

## Detention Screening

The Probation Department currently employs detention screening criteria based on studies and recommendations by the National Council on Crime and Delinquency (NCCD). A 1990 evaluation of the detention criteria by NCCD determined that San Francisco, compared to ten other studies of juveniles and adults on pre-trial release, had one of the highest overall success rates of those released staying violation free before trial. (Ninety-three percent of the youth who were released based on their score (9 points or fewer) were successful and received no new arrests.) According to NCCD, objective detention screening instruments, "...are intended to increase uniformity of detention decisions, to provide a measure of control over the flow of youth into the detention center, and to protect public safety by identifying high risk youth who should be detained pending trial.<sup>3</sup>"

## 2. RECOMMENDATIONS

### 2a. Juvenile Justice Commissioners

Personal interviews with conducted with all of the Juvenile Probation Department Commissioners, all but three of the Juvenile Delinquency Prevention Commissioners and their Executive Director, and half of the Juvenile Justice Commissioners.

There should be an assessment center to make an initial assessment of youths and to involve their families upon a juvenile's first contact with Probation.

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<sup>3</sup> Source: Testing the Public Safety Impact of Juvenile Detention Criteria Applied at San Francisco's Youth Guidance Center, National Council on Crime and Delinquency, 1990.

There should be an effective program for girls in a spacious location (suggested at the Hidden Valley Ranch Facility), offering comprehensive services including counseling for sexual abuse victims, anger management groups, education and support for medical problems.

The quality and variety of services in Juvenile Hall need improvement. Programs should include: a rich and comprehensive, certificate/goal-oriented educational program, on-going vocational programs, individual and group therapy sessions, job training, gender specific and culturally appropriate programs, mental health counseling, substance abuse counseling, gang intervention, conflict resolution, anger management, increased physical exercise, peer counseling, more day treatment, a grief group for youths with HIV parents, a group for youths with drug addicted parents, and preparation for independence.

Programs should include community service such as graffiti clean-up, park maintenance, senior citizen assistance, and other options for repeat offenders. Youths without parents need advocates. Juvenile Hall also needs family programs, victim offender reconciliation, and a victims' rights program. Probation should include and expand the parenting program.

Log Cabin needs an enriched educational program, with a focus upon improving service for youths and families with special education needs. The facility should offer family and individual therapy, vocational training, substance abuse counseling, emancipation programs, anger management and after care (with intensive collaboration with community agencies). Classes which have been canceled (construction) or have not been fully developed (the culinary program) should be carried through. Teachers should receive training in issues relevant to the youths in detention.

Community programs, in collaboration with Probation, should offer the following services: services for families of first time offenders, computer literacy, job training, emancipation programs, violence prevention, rites of passage programs, girls programs, program evaluation, social skills, GED preparation, transportation assistance and after school recreation programs at school facilities. There should be mentoring programs (perhaps linked to the Beacon schools to save on overhead). Urban adolescents in out-of-home placement would be better served in a day treatment program which runs all day and into the evening for family work.

There should be improved preparation for independence, including job training and GED preparation. Aftercare should start while youths are in custody. There should be follow-up for out-of-custody kids on probation, and better collaboration with and review of the community-based organizations who collaborate with Probation. Nonviolent youths who are released due to overcrowding should be referred to community-based organizations (many of which are not operating at maximum capacity) before they get into serious trouble, and families should be involved. Staff with prevention/ diversion caseloads should check on clients and follow up with families.

There should be more staff who are bilingual and culturally competent in a variety of languages and cultures; there is a high need for staff who speak Cantonese and other Asian languages.

The youths need medical confidentiality for positive diagnosis of medical problems such as sexually transmitted diseases, HIV and AIDS infection.

Performance objectives should be established for all staff. All new counselors should receive field training. Evaluation should be improved for community services provided at Juvenile Hall for consistency and outcome measures.

Physical facility concerns should be addressed. The current facility promotes an unsafe, negative environment, and security concerns overwhelm treatment at Juvenile Hall. (Girls and mental health youth are denied gym, and all the kids need more physical exertion.) The facility should not inhibit treatment. Practitioners should have available modern security technology. Juvenile Hall needs improved laundry facilities.

Probation needs to improve management and collaboration throughout the system. Management from the top should determine accountability and boost morale. Juvenile Hall needs a coherent, structured comprehensive program with a clearly articulated mission and improved programming. Probation should be more savvy about obtaining outside sources of funding. The efforts of proven effective community-based organizations (like Omega Boys Club) should be financially supported.

Communication between care givers must improve; key players need to share information, discuss goals and treatments, and embrace a collective vision. There should be one common data base regarding children and families. There should be continuity between Juvenile Hall and community-based programs. There should be coordination of stable, structured on-going group of programs with directed outcomes and integration in Juvenile Hall, schools and aftercare (like Sage, Omega Boys Club, and Pacific News Service). School teachers should participate in staff meetings. Probation officers should participate in the weekly staff meeting on the girls' unit. Group counselors should participate, share information and help make decisions about youths. The Probation Chief should to participate in multi-agency planning groups. Youths should not be separated into racially and ethnically divided programs; kids need to learn to be culturally diverse. Youths need access to adults in their lives. We need a consistent approach in guiding kids. Youths need to receive one consistent message from counselors, probation officers, community-based organization staff, teachers, health and mental health service providers. Probation Officers should go to schools.

Youths and their families could be better served and out-of-home placement referrals outside of San Francisco could be reduced with increased local placements which are individualized to match the strengths and needs of the youths.

## 2b. Probation Officers and Counselors

Probation officers, counselors, administrators and supervisors were interviewed for this study. Nine probation officers, two supervisors, and three administrators returned written surveys; four other probation officers were interviewed personally.

Probation youths need improved and enriched quality and variety of services in the system. They need comprehensive, on-going vocational programs, an enriched educational program, GED preparation, tutoring, interfaith services and religious instruction (selected by the individual youths and their families), individual and group counseling, substance abuse counseling, more gym time, creative writing classes (modeled after the class taught by Edward Humes), job training, a life skills curriculum, an arts program, improved preparation for independence, mentoring, and family counseling. They need comprehensive aftercare and intensive community-based supervision which

should begin while youths are still in custody. The parenting program should be included and expanded.

Youths in Juvenile Hall need group sessions, job training, gender specific and culturally appropriate programs, mental health counseling, an elder abuse/spousal abuse program, gang intervention, conflict resolution, anger management, peer counseling, movie censorship, more day treatment, a grief group for youths with HIV parents, a group for youths with drug addicted parents, mentoring, and preparation for independence.

Log Cabin needs to better serve youth and families with special education needs. The facility should offer family and individual therapy, vocational training, substance abuse counseling, emancipation programs, anger management, GED preparation, effective communication skills, survival skills, recreation, and after care (with intensive collaboration with community agencies). Classes which have been canceled (construction) or have not been fully developed (the culinary program) should be carried through, and the quality of instruction and teaching needs to be improved.

Community prevention/intervention programs, in collaboration with Probation, should offer the following services: home visits and needs assessment for the youths and families; family counseling (with special services for families of first time offenders); mental health services for younger children and their families; group counseling for teenagers; smaller school settings for primary school children who suffered prenatal exposure to crack cocaine and exhibit the subsequent "typical behavior"; sports programs; after school tutoring; job training; parenting skills for youths (teen parents) and for the youths' parents/families; life skills; computer literacy; emancipation programs; rites of passage programs; girls programs; alternative schools and expanded Beacon schools; residential and day programs for undocumented youths; transportation assistance and after school recreation programs at school facilities; violence prevention; programs to address gang issues and substance abuse; and day treatment with round-trip transportation service.

Out-of-home placement referrals outside of San Francisco should be reduced; more local placements would better serve the youths and their families. Provided round trip transportation would make placements in local facilities more viable for many clients.

Community services should go to Juvenile Hall to make themselves visible to the youths, and to facilitate the referral process. Accountability standards must be developed for community-based organizations, and evaluation reports should include recidivism rates. Client successes and failures should be reported to probation officers.

Probation officers should support and collaborate with community programs. Paperwork should cut back so that more time can be invested in youths. Probation officers suggested they need more supervision to assist them in these areas. Open supervisorial positions should be provisionally filled so that mobility will occur and leadership provided.

Probation staff should reflect the client population and receive intensive, proper training. Counselors and Probation Officers need training more geared to their needs. Training of trainers should occur along with leadership training and cross training with other departments. There should be tighter screening of detention and probation applicants, with a six-month "probation" period. Performance objectives should be established for all staff, and staff should receive graded evaluations, warnings, and termination when appropriate. A merit system of recognition and rewards should be

implemented and extend up the entire chain of command. New energy is needed at all management levels.

Other main priorities for improving the juvenile justice system include: a focus on girls; strong, rigorous early intervention services for younger youths, truants, and first time offenders; making probation officers a strong, visible presence in schools; coordinated service delivery; family support; evaluation of existing programs; and, facility improvements.

## 2c. Public Health

These recommendations are the result of twenty-eight responses from staff including nineteen individuals in the mental health/health services and Special Programs for Youth who were individually interviewed for this study, and nine people who returned written surveys. Their observations and recommendations indicate that a high number of probation youths (an estimated 90 to 100 percent) suffer from mental health problems including: depression, suicidal tendencies, compulsive and anxiety/stress-related disorders, post-traumatic stress disorder, conduct disorders, and an apparent inability to make healthy choices. A large number of juveniles on probation also have medical problems, including sexually transmitted diseases/HIV, injuries, broken bones, bruises, asthma, dental problems, viral/bacterial infections, respiratory system problems, lice and athlete's foot. An estimated 80 percent of probation youth self-report abusing drugs or alcohol.

An improvement is needed in communication and cooperation between health services staff and Probation staff, and in coordination of services offered at the school sites. Health/mental health and Probation should detail better the work to be accomplished, the allocation of staff time, and the policies and procedures to back up objectives. There should also be better coordination of services with other agencies, and a mechanism to ensure that youths get to their appointments and to the services to which they have been referred (e.g., transportation to outside facility appointments). Smaller, community-based correctional facilities working in collaboration with families, schools, community based organizations, and the business sector would be helpful.

There is tremendous need for a one-time, holistic assessment delivered through a multi-system approach for youth on probation. The assessment should involve youths and their families once a youth has his/her first contact with Probation or health and social services. Parenting classes and family therapy should immediately succeed family assessments for referred families. Expansion of Child Crisis Services might aid in the establishment of a center to claim youth identified in Juvenile Hall as needing outreach.

Facility concerns should be addressed by expanding space for the clinic at Juvenile Hall, and improving facilities.

The quality of care rendered must be improved. Probation counselors need thorough training and smaller caseloads. One counselor should be assigned a designated number (eight to ten youths) and work with each youth on a regular basis for the duration of his/her stay. Counselors should be responsible for working on youth's skills and development, and for coordinating in-custody care with community mental health and other treatment.

We should revisit the past system of a 30-60-90 day treatment unit in Juvenile Hall for younger youth (ages 13 to 14); funds are currently wasted when patients are not in Juvenile Hall long enough to receive sufficient treatment.

The types of services rendered should be enhanced and improved. Family centered work and family reunification preparation should assume a higher priority. Youths need enhanced preparation for independent living (including education about programs available in the community in anticipation of release), substance abuse counseling, conflict resolution/stress management, violence prevention, job skills/vocational training, group sessions (in multiple languages) for teens to discuss issues and ask questions, STD/HIV prevention, teen parenting classes, aftercare services (transitional/emancipation programs), strategies for managing anger and dealing with racism effectively, and language/culture specific support groups. Staff need expanded language/cultural competency, and the youth need more bilingual services.

Recommendations for community programs include: mentorship, substance abuse counseling, comprehensive violence prevention programs, health education and drug prevention programs, and jobs that earn concurrent school credit. Community programs need to be evaluated. Some are clearly not effective.

## 2d. Girls in Juvenile Hall

Sixteen girls were interviewed in Juvenile Hall; the youngest was thirteen years old, and the rest ranged from ages fifteen to seventeen years. (The total number of girls in Juvenile Hall was sixteen on the day the interviews took place.) The majority of the girls had been in Juvenile Hall before, a range of zero to eight prior times. The girls were sentenced for crimes including assault, robbery, shoplifting, petty theft, running away, leaving (running away from) group homes, drugs, and other felony offenses. The duration of the time the girls spent in the facility ranged from three weeks to several months; the majority had been there for an average of one month.

The girls noted an appreciation of the Omega groups (the girls would like more of these), the DDAP program and the possibility to earn merits (to get out of their rooms). Areas of Juvenile Hall the girls would like to improve included: a lack of focus and consistency by the staff and counselors, a "jail house" mentality / negative environment, a lack of structured academic classes (not separated by age group), and the lack of a family focus. The girls offered the following recommendations for a new Juvenile Hall: improved school programs, tutoring, instruction about the emancipation process, and working with the families (both before placing/ locking up the girls, and after placement).

Most of the girls who received counseling in Juvenile Hall (once a week) found the counseling helpful, but did not consider the church class useful.

When released from Juvenile Hall before, some of the girls received services in the community from Advent House, Samoan Affairs, Hospitality House, Draw Bridge, Larkin Street, Young Women Arise (outpatient services), and group homes. Over one third of the girls received no services. The girls who did receive services found them somewhat helpful. From their reports, none of the girls were referred to services by their probation officers. Many of the girls needed, but did not find, a place to live.

The girls reported their homes to be riddled with problems including parental absence (death or abandonment), parental disabilities, abuse, and substance addiction. The girls who reported their intentions after leaving Juvenile Hall planned to go to group homes.

Most of the girls reported using drugs and alcohol. The girls expressed desire for help with specific problems including: drugs/alcohol, family problems, school problems, physical abuse, sexual abuse, sexual orientation, leaving a gang, health issues and job training. All of the girls emphasized the importance of, and said they would attend, a residential program to help them when they get out of Juvenile Hall.

The girls offered the following suggestions to prevent their return to Juvenile Hall: procurement of a stable job, athletic activities, having something to look forward to, and a program to motivate and interest them, run by staff who understand and empathize with the experience of drug addiction, parental loss, gang involvement, and abuse.

## 2e. Boys in Juvenile Hall

Fifty-six boys, fourteen to eighteen years old, were interviewed in Juvenile Hall. With the exception of three boys, all had been to Juvenile Hall before, from one to twenty-six times. The boys were detained for crimes including: loitering, truancy, robbery, burglary, kidnapping, Probation violation, running from the police, stealing cars, possession of drugs, selling drugs, gun possession, assault, rape, attempted murder, and murder. The duration of the time the boys spent in the facility ranged from one day to eighteen months; the majority had been there for four months or less.

The boys reported an appreciation of the following aspects of Juvenile Hall: the Omega groups, computer classes, staff presence to prevent fights, and an abundance of time to reflect on their lives.

Areas of Juvenile Hall the boys would like to improve included: a lack of activities, a lack of useful, separated classes in school (they report that they don't learn anything), inadequate opportunity and space for visiting, too much time in their rooms/units, the lack of vocational training, the cold temperature in the facility, waking up at 5:00 AM, the lack physical activity, insufficient telephone time, a lack of staff who interact or talk constructively with them, a lack of space, an absence of materials, groups or opportunities to read, write or learn in Spanish (or other non-English languages). Youths in maximum security report they do not get out enough. A few of the boys reported feeling afraid in the facility.

The boys offered the following recommendations for a new Juvenile Hall: improved group/individual counseling, more activities, better shoes, clothes, underwear, food, time to talk with caring staff members, a dorm-like facility, better education, constructive classes, more recreation, bilingual classes, GED classes, skills/job training, a separation of "new" first-time arrivals from youths who have had prior placements in Juvenile Hall, a warmer (physically) facility.

An estimated half of the boys had received counseling in Juvenile Hall (once a week). Most of the boys who had received counseling reported that it was helpful when offered in a one-on-one setting. Several boys reported that they felt uncomfortable going to groups (including church) in which attendance was dominated by juveniles from opposing gangs or different ethnic backgrounds from their own.

When released from Juvenile Hall before, some of the boys received services in the community from Omega Boys Club, OMI, RAP, Boys Republic, job training (once a week) and a group home. The majority of boys reported that they received no community services. The boys who did receive community services reported, for the most part, that some of the services (in particular job training and counseling) were helpful. Only one boy reported receiving a referral to a community service (a group home) from a probation officer. Some of the boys reported that they needed, but did not receive, services to prepare them for the GED, job training, and assistance re-enrolling in schools.

An estimated half of the boys reported intentions to return to their families after leaving Juvenile Hall. Some reported they would go to foster care or a group home. Several of the boys did not know where they could go. One boy did not expect to get out of Juvenile Hall. Some of the boys reported goals after leaving Juvenile Hall including: procuring a job and going back to school. Others did not know what they would do. Most of the boys acknowledged they would need help including: somewhere to go, someone to guide them, job training and placement, computer class, and transportation.

A significant number of the boys reported using drugs and alcohol. The boys expressed desire for help with specific problems including drugs/ alcohol, family problems, school problems, physical abuse, leaving a gang, and job training.

The boys offered the following suggestions to prevent their return to Juvenile Hall: going to school, procuring a job, guidance/someone to talk to, and learning to read.

## 2f. Boys in Log Cabin

Thirty-one boys were interviewed in Log Cabin; the boys ranged from fourteen to eighteen years; most of the teens interviewed were seventeen years of age. The boys were sentenced for crimes including petty theft, possession of cocaine, violation of Probation, possession of a gun, armed robbery, stabbing, attempted murder, assault with a weapon, drugs, telephone fraud (putting a chip in phones, selling credit card numbers), firearms, high speed assault, extortion, and running away from a group home. The duration of the time the boys spent in the facility ranged from three weeks to eleven months; the majority had been there from three to nine months.

The boys noted an appreciation of the Law class, woodshop, the vocational programs that used to exist, horticulture, the opportunity to be off the dangerous streets, and some of the younger teachers who relate better to the kids. Areas of Log Cabin the boys would like to improve included: a lack of interaction between the kids and the staff/counselors, inadequate cleanliness and facility space, an over-dependence on the "points" system, inadequate visitation procedures (lack of time, and prohibition of visits from siblings ages twelve to seventeen), no home passes, strictly limited telephone calls (ten minutes a week), a feeling of neglect, no books or classes for non-English speakers, no music or games allowed, no food after 5:30 PM, no real training classes, no personal space in the bathrooms, and insufficient school classes and structure. A few boys reported they did not feel safe in the facility.

The boys offered the following recommendations for an improved Log Cabin: more things to do, more sports and recreation, computer classes, job training, instruction in life skills, removal of the points system, larger, cleaner living space, arts and music classes, better training and careful selection

of the teachers and counselors, structuring academic classes according to age and skill level, and a television. The boys also would like to see more options before placement in Log Cabin.

Most of the boys who received counseling in Log Cabin (once a week) reported that the counseling was helpful, but not very useful in addressing issues outside of Log Cabin. The boys would appreciate interaction with counselors who are not the same people responsible for disciplining them and "writing them up."

When released from Log Cabin or Juvenile Hall before, some of the boys received services in the community from DDAP (drug counseling and employment preparation), Omega Boys Club, Horizons Unlimited, RAP, Bayview Hunter's Point Boys' Club, and Westside Counseling. The boys who received services found them, for the most part, to be helpful. Over one half of the boys received no services. From their reports, the boys were not referred to any services by probation officers. Many of the boys needed, but did not receive, outreach services, summer school placement and job corp placement.

A majority of the boys reported their intentions after leaving Log Cabin, including: returning to their families, procuring a job, joining Omega, the army, re-entering school, getting a GED, and the Mayor's Summer Youth Employment Training Program. Many of the boys anticipate needing help from counseling, mentor programs, and job referral.

A significant number of the boys reported using drugs and alcohol. The boys expressed desire for help with specific problems including drugs/alcohol, family problems, school problems, physical abuse, sexual abuse, sexual orientation, leaving a gang, health issues and job training.

The boys offered the following suggestions to prevent their return to Log Cabin: mentoring, returning to school, counseling, job training, and procurement of a stable job.

## E. PUBLIC DEFENDER'S OFFICE

The Public Defender's Office assigns four attorneys to work with delinquent and status offender petitions and four attorneys to work on abuse and neglect petitions. (The City Attorney represents the City and County in these cases and has eight attorneys assigned full time and two attorneys assigned part-time.) The current San Francisco Public Defender and his staff have been working on juvenile justice issues in San Francisco for many years. He has been central to the work of the Coordinating Council because of his experience, and has personally visited the facilities and programs serving youthful offenders, and made numerous recommendations for their improvement. The Public Defender also has a full time social worker who provides an alternative treatment plan for some cases. The current social worker has worked with San Francisco juveniles for 17 years. She carries approximately 15 cases on a continuous basis and stays in touch with numbers of the youths who have been on her caseload. Her knowledge was very helpful to the Action Plan.

The Public Defender has pledged to allocate staff to the development of the Community Assessment and Referral Center and to development of service options. Interviews with staff from the Public Defender's Office indicated a need for service based dispositional options; staff provided information on some successful collaborative efforts.

Disposition case advocacy by non legal experts acting on behalf of youthful offenders at disposition hearings outside the probation system has been successful in promoting the use of less restrictive options in San Francisco.

Case advocacy was first introduced in San Francisco in 1979 when two social workers from the Public Defender's Office began presenting disposition reports for youths recommended for CYA commitments. During the five year period from 1981 through 1985, San Francisco's CYA commitment rates as measured by youths per 100,000 declined by 11%. There was also a decline in the number of youths waived to the adult court. The Center on Juvenile and Criminal Justice began in 1986 to provide private disposition reports for CYA-recommended youths to court-appointed, non public defender, juvenile defense attorneys. The efforts of the Public Defender and CJCJ were strengthened in 1987 when the Omega Boys Club began appearing in court on behalf of neighborhood youths. Along with its after-school motivational and tutorial programs, the Omega Boys Club provides peer counseling for youths confined in Juvenile Hall. The combined efforts of the Public Defender's Office, CJCJ's defense-based disposition reports, and the Omega Boys Club contributed to a 58% drop in San Francisco's CYA commitments when measured by youths per 100,000. Defense based sentencing reports are individualized and more detailed about each defendant's background and includes a rehabilitative plan that identifies specific alternative dispositions. Acceptance rates of the public defenders' case advocates recommendations measured in 1987 - 1990 were slightly over 75%. If the social worker agrees with the probation officer's recommendation, she will not offer an alternative disposition plan.

The Court, the District Attorney's Office and the Public Defender's Office have been working on a Juvenile Drug Court Program which has received funding and will start in September 1997. The program is treatment based to stop the cycle of drug dependency and crime.

## F. DISTRICT ATTORNEY'S OFFICE

The District Attorney's Office has five attorneys assigned to prosecute delinquency petitions. The District Attorney in San Francisco has recently been elected and has been an active participant in the Coordinating Council. He is committed to the collaborative process and has allocated significant funds and personnel to the implementation of the Local Action Plan. As part of his commitment his office will now take over the handling of all cases of juvenile probation violations (from the City Attorney's Office) so that attorneys familiar with each case will handle those violations. An attorney assigned to this unit will devote full time to working on the implementation of Local Action Plan programs with District Attorney involvement. Another program to which the District Attorney will devote resources to is the Safe Corridor program. Advocates in the District Attorney's Office who have been working in victim-witness programs will do outreach work in the Mission Corridor areas identified as a high priority area requiring immediate public safety intervention. This program is described in another section of this Plan. The District Attorney will also be an active participant in programs offered for youth after school. For example, the District Attorney is sponsoring a Mock Trial competition in six local middle schools; 24 Assistant District Attorneys are serving as coaches and mentors to mock trial teams. The District Attorney has also committed staff to help implement and operate the Individual Assessment Center and the Safe Haven. A former boxing champion, he has committed to developing a program for youths.

## G. JUVENILE COURT

From the interviews of those involved in the judicial response to the needs of children and youth, judicial officers and attorneys, and community groups providing services through the courts, there is substantial consensus on the issues and what needs to be done:

There needs to be a unified vision that inspires and governs how the public dollar for children and youth is spent. Monies from all budgets and sources relating to children at-risk should be consolidated and spent consistent with the goals and objectives set by the policy making entity, be it a vision established by elected office holders or a consortium of public officials. Experienced, professional leadership at all top administrative positions is critical.

Schools must be a primary partner in any reform of the juvenile justice system. It is imperative that the schools be integrated into planning a unified response to children at-risk, at least operationally and as much as possible, fiscally. The public response to juveniles should focus on the population that is most at-risk and most susceptible to intervention, i.e., beginning in 5th grade through middle school or junior high school, 6-9 grades. There needs to be a constellation of organizations and services that focus on the whole child, with participation of the family, a prerequisite.

Many communities across the country are focusing on these same issues and the need to consolidate scarce resources for children. One example in San Francisco is the Beacon school program and specifically the program at Horace Mann school. This program provides after school activities from 3-8 PM that includes music, dance, art, and athletics. The value of such activities is significant, not only offering opportunities for positive, individual expression for the children, but as a way to protect children from those who would take advantage of them after school is out.

The existing environment as evaluated by those involved in it:

(1) Existing residential treatment is inadequate or inappropriate for the majority of the youths in the system. Group homes do not provide sufficient resources or therapy, and often act as “warehouses”. Waiting lists are long (2-3) months for residential drug treatment programs for juveniles from the delinquency system and/or are located out of the area, e.g., Sacramento or out of the state (Arizona). There is one residential drug treatment facility that has a program for juveniles in San Francisco (Walden House), and it serves youths primarily from other counties.

Juvenile Judges and Commissioners presiding in both dependency and delinquency courts are often presented with placements without an assessment of what works and how well the specific placement works for the youths in either system. Delinquency petitions, W&I 602 petitions are filed only after multiple referrals and failures, generally. In the absence of agreed upon standards of performance and sufficient funds for internal and external evaluation, public money can be misused. It becomes very difficult, if not impossible, for decision makers to reject applications for funding community services without standards.

The high rate of AWOLS from group homes, particularly among girls, was noted as an indication of the need to implement more comprehensive support systems when a juvenile is placed out of home. Responding to the preteen and teenage girl with services which acknowledge the need to create viable options for independence, other than motherhood, was stressed.

Among the juvenile court judicial officers, there was clear agreement that early, appropriate intervention was the key to having any impact on the growing and more sophisticated juvenile population. To this end, the court is organizing a Juvenile Drug Court to attempt to intervene in the

cycle of drug/alcohol use, dropping out of school and criminal activity. Juvenile Drug Court is an attempt to reach minors at earlier ages in more meaningful ways about the impact of drugs on their lives.

There was general dissatisfaction with the use of informal supervision, i.e., W&I 654 referrals. Unless these minors receive real services and supervision, there is little expectation that informal probation can be more than a delay in the transition toward more serious criminal behavior. Although the use of "intensive supervision" is generally supported, the advocacy of such programs raises the question of "Isn't this what probation supervision is supposed to be about anyway?" (2) Counseling for families offered by the Juvenile Probation Department is generally considered to be ineffective. Parenting classes for parents whose children are on juvenile probation are also offered, but participation is not required and parents need to be encouraged to participate. Drug treatment for parents and minors was supported but the orientation of the programs to the realities of the communities in which the minors and their families live was stressed.

There are also serious gaps in services, i.e., there are no residential drug treatment programs for men who could have their children placed with them and insufficient programs for women with children and no programs for parents with children older than 8 years of age. Foster home placements are considered below standard. Foster homes in San Francisco are neither actively recruited nor are they adequately monitored. Relative foster homes receive low priority. Placements outside of San Francisco for parents who are working to reunify with their children can have a devastating effect on their ability to regularly visit and maintain a relationship with their children.

(3) The essential connection between success in school and avoiding criminal behavior is not taken into consideration in intervention plans. Continuation schools as they are currently used are ineffectual and lead to further failure and permanent dropout. Schools which do not meet the learning needs of the children allow uneducated children to pass through middle school to graduation into continuation school. The group agreed that failure at the Freshman year in high school guaranteed that the minor would not return to school and graduate.

(4) Current efforts at community "corrections" through the use of community diversion, day programs, counseling are often ineffectual because participation is not monitored by the courts and failure to attend is not subject to immediate sanction. Community programs expressed frustration over having no authority to compel the minors to attend or participate.

(5) One of the critical service areas that is deficient is psychological services for juveniles who are on probation or home supervision. There is no continuity of care available through the community mental health system as would be through individual therapists. It appears that the Probation Department has not appropriated funds for psychotherapy outside of the community mental health system.

(6) Resources should be applied to the most vulnerable population, i.e., the "first time non-violent offender", e.g., informal probation, W&I 654 referrals. Historically, informal probation supervision has been more focused on monitoring whether juveniles are rearrested than using the contact with the juvenile justice system as an avenue to assess the family unit and what resources might be useful to it. The current system emphasizes the wrong population. Intervention at this age and stage would be much more cost efficient than attempting to correct more firmly established patterns as is presently done. This would be an opportunity to utilize community resources, mentoring programs, family counseling.

(7) The Youth Guidance Center, including its management, physical plant, staffing and programming need comprehensive reorganization. At the same time, YGC and its problems should not be allowed to overshadow, as it has in the past, the overall planning process. Juvenile Hall or any detention facility for juvenile offenders is only one small piece of the continuum of services for youth.

The Juvenile Courts' physical plant is overcrowded, poorly maintained, without adequate courtroom space, and without any space for conferences or private interviews. The lack of attention to the environment in which the very important decisions relating to children and youth are considered, debated, and made sends a clear message to the public that children at-risk and their families are not valued by the larger community.

Some of the most pressing current issues are: The absence of a meaningful way for those minors who are detained in the Juvenile Hall to access to policy makers. Use of the grievance procedures by minors routinely results in retaliation. The Juvenile Justice Commission's plans to employ college students as Ombudsmen, in a program similar to that used by the Sheriff, can only be effective if the program retains the highest integrity and retaliation is punished. The special education "program" does not support the minor's learning program from the public school, i.e., materials are lacking, there is no appropriate supervision, minors classified as special education students are kept in their rooms to study rather than being allowed to learn in the classroom.

Due to the restructuring of responsibilities between the court and probation and the Juvenile Probation Commission, the Juvenile bench, including the presiding judge, no longer hire the Chief Juvenile Probation Officer and therefore have no line authority or supervisory authority over the Juvenile Probation Department, or the juvenile facilities, including the Youth Guidance Center.

The lack of adequate programming and facilities for girls, both in community release and detention is of great concern to all interviewed. The necessity to respond is exacerbated by the significant increase in the population and the more serious involvement of girls in criminal activity, generally.

(8) The Log Cabin program, although 9-12 month residential, does not have a program that prepares the minors for return to the community. Counselors report that their clients want to get their GED, want to get a job and know that they must be able to make some legitimate money to avoid criminal activity. Log Cabin offers few vocational programs and none tied to an educational curriculum or job placement/apprenticeship. There is no coordination between release from Log Cabin (or Juvenile Hall) and return home, i.e., a prerelease program that includes immediate school enrollment, assignment to community resources and counseling, if necessary, etc. Log Cabin is seen as a well funded but historically, deficient program. Its entire operation should be carefully evaluated, with a focus on a structured program that meets the special educational needs of this population, works with the families, and prepares these minors upon their release to enter school or some school/vocational training combination. From the perspective of the Juvenile court, this 12 month program is a singular opportunity to provide intensive services to the most vulnerable juveniles, that is being underused.

To accomplish these goals and reach this unified vision, the following recommendations are made:

(1) The fundamental link between the populations served by the dependency and delinquency systems must be recognized. Resources need to be put in place with families, when a child or family comes to the attention of either system to identify and strengthen any structure within the

family/extended family that may support a positive environment for children. Many programs have proven to be effective resources for early intervention. Those programs include, mentoring (including expanding the CASA program to include delinquents), family unity/conference, wraparound social services, life skills training, and, Regional Center type-case management ("hands on" life skills).

One example of how early intervention can be coupled with strengthening the family is the mediation program used by the dependency courts. Mediation is available to parents and families at all stages of the proceedings for a wide range of issues, including jurisdictional findings, establishment of case plans, visitation disputes. With the exception of cases involving serious physical abuse and sexual molestation, all other cases where allegations of abuse and/or neglect of children have been made may be referred to mediation. The assessment of the impact of mediation on the proceedings and the overall success of the reunification process is uniformly very positive. It is estimated that as many as 75-80% of the cases are successfully resolved through mediation. Once a mediated agreement is reached, it is memorialized and submitted to the court for review. Mediation requires the active participation of parents in determining how and what is needed to restore their family.

(2) Community placements must be developed in or near to San Francisco. These placements would include foster and group homes, residential treatment programs, day programs and specialized programs that use multi-disciplinary staff. These placements must be carefully structured to meet the real needs of children coming into either the dependency or delinquency systems. The "therapeutic community" model that provides residential care, therapy, intensive instruction, and supervision can be used for the vast majority of the children in out of home placements. The need for more secure placement, as in the case of serious violent offenders, or those with extreme mental disorders may have to continue to be met with more institutional settings.

(3) Meaningful association with the many, outstanding institutions of higher learning in the Bay Area and with the private sector is critical. Many models exist for the integration of this largely undeveloped resource. Partnerships in research, evaluation, program development, specialized and experimental programs, job training/development/and supervision exist throughout the country.

(4) Delivery of social services to children and families in the dependency and delinquency systems in San Francisco must recognize and respect and build upon the cultural diversity of the city. Multiple community service centers including a triage of services, e.g, probation, social services, public health, mental health, community outreach must be made available. A constellation of models for intervention should be incorporated, including mediation in both the 602 and 300 systems, mentorship, family unity and family conference, "restorative justice", student courts, and neighborhood mediation.

(5) For the vast majority of the children and youth who need support to succeed in school, alternative programs must be readily available. For those minors who cannot succeed in the traditional classroom, even through the assistance of resource classes, an alternative to the GED should be utilized to allow them to learn at the junior college or vocational /technical college level. The use of the California proficiency certificate should be expanded. Available at age 16, rather than 18 as with the GED, receipt of this certificate entitles the student to enroll directly in a community college and possibly, to enter into a learning environment that will be more compatible with his/her interests and lead to higher education or meaningful employment. If children are not attending school regularly, that child becomes a likely target for violent, criminal activity, drugs. Truancy

enforcement, including student courts and parental involvement are essential to keeping children in school when problems arise, and off the streets.

(6) The consolidation of all court activities relating to families onto a single site, with sufficient space to include selected social service offices is a model that has proven effective in other states. This Family Law Court Center would hear all juvenile dependency and delinquency cases, family law cases, criminal and civil domestic violence, probate, guardianship, and adoptions. The Bench would receive specialized training that would allow cross-assignment to guarantee consistent decision making and continuity. Most importantly, such a court center would encourage comprehensive problem solving for families and more economical and efficient intervention. Basic family dynamics could be more readily identified and orders and services tailored to meet the needs of families, rather than crisis intervention.

The ongoing federally funded Court Improvement Project administered through the Administrative Office of the Courts has studied the operation of dependency courts throughout California. Although the final report has not yet been completed, the preliminary conclusions from the first year support a major restructuring of these courts and specifically, urge an adoption of a unified approach to the problems of abused and neglected children. The preliminary conclusions reflect the need to include families in decision making, the need to consolidate services to children and families, recognition of the high percentage of children requiring special education, the cycles of dependency between generations, the general ineffectiveness of intervention for teens, and the frequency of foster children graduating into the delinquency system. All of which support a unified family court which has the capacity to focus on the issues of families and children in a coordinated rather than fragmented or piecemeal fashion. The assignment of a dedicated supervising judge committed for several years so that changes can be implemented is central to an effective court.

## H. DEPARTMENT OF PUBLIC HEALTH

### Department of Public Health (Mental Health and Substance Abuse)

The Department of Public Health of the City and County of San Francisco administers the Division of Mental Health and Substance Abuse. This includes Child, Youth, and Family Services which describes itself as a customer-driven, outcome-oriented system of care focused on treating the whole child. One of its objectives is to provide treatment for San Francisco's children and youth who have serious emotional problems through an accessible, community-based system of care that is linguistically and culturally appropriate. A second objective is to assist families and communities in creating support networks that nurture high-risk children and youth and enhance family unity, capability, and responsibility. Child, Youth, and Family Services has an annual budget of \$18 million for 1996-7 and anticipates serving its maximum of 500 clients through a range of prevention, outpatient, day treatment, crisis intervention, family support, school-based, case management, residential, and hospital programs. An estimated 300 of its clients are in mental health or substance abuse programs as a condition of probation or parole from Juvenile Hall, Log Cabin or CYA. Plans are underway to expand Child Crisis Services to provide back up on weekends and evenings when community-based services are not available. Child Crisis Services would also provide outreach to youth identified at Juvenile Hall as needing wrap around services to maintain connection with community-based treatment. Child, Youth, and Family Services is also involved with case conferencing for youth at Juvenile Hall and are engaged in family preservation and emergency foster care activities. The continuum of mental health services available to San Francisco children and

youth has worked to bring about a decline in length of stay in psychiatric hospitals from an average of 22.5 days per patient in 1990 to 12.3 days in 1994. Among the mental health and substance abuse services provided or funded by Child, Youth, and Family Services are the following.

### Family Mosaic Project

Family Mosaic in San Francisco was one of eight national demonstration sites funded through the Robert Wood Johnson Foundation Mental Health Services Program for Youth Initiative. A capitation contract with the California Department of Health allows Family Mosaic to enroll seriously emotionally disturbed children who are Medi-Cal recipients in an array of mental health and wrap around services. Family Mosaic has served approximately 600 families in the past five years. Admission criteria include the child being seriously emotionally troubled, between the ages of three and 18, and in imminent risk of out-of-home placement or already in out-of-home placement. Once enrolled, children receive a full battery of assessments upon which a plan of care is developed by the family and the client's advocate. Plans of care address mental and physical health issues, education, recreation, and family support. It is the advocate's responsibility to access, broker, authorize payment for, and coordinate wrap around services to the child and family. Services may include psychotherapy, day treatment, tutoring, in-home respite care, mentoring, family preservation, family therapy and mediation, health education, shelter, and/or medical support.

Family Mosaic has four teams of advocates (case managers), each of which serves 60-75 clients and their families. Two teams are linked to Juvenile Probation, a third served court dependents removed or at-risk of removal from the home due to abuse or neglect, and the fourth services families with the most psychiatrically acute clients suffering from affective or psychotic disorders. Family Mosaic also has on-site staff from San Francisco Unified School District, Juvenile Probation, and the County Mental Health. Liaisons with AB 3632 staff are also on-site to consult regarding mental health assessment and placements. The medical director is a child psychiatrist, and a clinical psychologist is on staff.

Preliminary outcome studies suggest that children enrolled in Family Mosaic — including Juvenile Probation clients — for one year show a decrease in hospitalizations and incarcerations accompanied by an increase in school attendance and performance. Family Mosaic served 583 children and youth from 1991 through 1995. Of them, 33.1% had committed misdemeanor felony offenses before, during, or subsequent to program involvement. On average, offending children and youth were served by Family Mosaic for 15 months. The average length of time since discharge among offending youth is 22.7 months. The average age of first offense for youth eight through 18 was 13.1 years old. Offending children and youth served by Family Mosaic committed more than 854 violations between Jan. 1, 1986 and Jan. 1, 1996. Of these offenses, 45.5% were misdemeanors and 54.5% were felonies. Just under 25% of the youth committed just over half of the offenses. As of Jan. 1, 1996, 120 youths had been out of the program for periods of time ranging from a few days up to three years. Of these post-service youths, 46.7% had committed no further offenses. This is a recidivism rate of 53.5%, which compares favorably with the national average of 70% recidivism among juvenile offenders generally. More than 62% (N=62) of these offending youth who were at least one year post-service did not commit a further offense during the first year following services. This a recidivism rate of 37.8% for the first year following service. Nearly half of first year recidivist youth (N=15) re-offended just once in the first year post-service. For youth with at least one year since discharge (N=82), the average number of pre-service offenses was 1.23 per youth; average post-service offenses is .74 per youth. This is a statistically significant program effect that suggests Family

Mosaic is able to reduce the pre-service vs. post-service rate of offending by 40%. Misdemeanor offenses declined from an average of .43 per youth to .38, and felony offenses declined from an average of .72 offenses per youth to .39 (a 46% reduction). The program impact on the commission of felony offenses is statistically significant. In a Parent Satisfaction Survey conducted in 1994, parents of 93% of children with a disruptive disorder were satisfied with Family Mosaic's coordination of their child's care.

#### In Partnership with San Francisco Unified School District

San Francisco City and County's Child, Youth, and Family Services has developed a multi-faceted partnership with San Francisco Unified School District to serve families in schools, clinics, and health care settings. Joint mental health and school district programs for seriously emotional disturbed students completed three years of operation in June 1996, by which time teachers were reporting improved classroom behaviors. One-third of the 25 schools involved with the partnership reported fewer referrals to the principals' offices. Suspensions decreased, and the percentage of mainstreamed time increased.

Mental health treatment was provided to 3362 students in 1994-5 and consultation and early intervention services to an additional 3000. Since implementation of AB 3632 in 1986, there have been 4812 referrals from San Francisco schools. Slightly more than 1000 AB 3632 children received a total of \$3.8 million in outpatient and day treatment services in 1994-5. During that year alone, 499 children were referred for AB 3632 by the school district; 234 were found eligible; and 178 received outpatient treatment, 17 on-site services, 25 day treatment, and nine residential care. More than 1000 children in kindergarten through third grade at 17 schools received special attention through the Primary Intervention Program at a cost of \$400,000, and Mental Health School-Based Children's Amendment Programs at six schools reached 680 children at a cost of \$220,000. Healthy Start mental health activities at ten school sites include individual and family counseling, support groups, parenting support, conflict management, and staff wellness. Prior to Healthy Start from September 1991 to March 1992, participating schools reported 1143 referrals for discipline. For the entire 1992-93 school year, first discipline referrals dropped to 509, and suspensions fell from 20 to three in the same period.

Mental health services are also available to students at Balboa High School and Mission High School through on-campus teen health centers. Services include individual and family counseling, drug and alcohol education and support groups, and referrals and crisis intervention involving suicide and abuse. Primary health issues are also addressed in these centers including issues around STD and AIDS prevention and teen pregnancy. Primary health care including family planning and prenatal care are also available to youth involved with the juvenile justice system through San Francisco General Hospital, operated by the County Department of Public Health.

#### In Partnership with Juvenile Justice

The Special Programs for Youth provides primary care for juvenile offenders ages 12-18 at Juvenile Hall, Log Cabin, Larkin Street Youth Center and Youth Advocates' Cole Street Clinic. Mental health and medical staff (approximately 40) are assigned to Juvenile Hall and Log Cabin. Comprehensive health services at Juvenile Hall are provided by a staff that includes nurses, nurse practitioners, pediatricians, psychiatrists, psychologists, social workers, case managers, health educators, etc. At

Juvenile Hall, clients are assessed by a nurse within two hours of admission. Information on prior mental health treatment, medications, substance abuse, suicide, and primary health issues is collected. Youths with significant medical issues diagnosed in Juvenile Hall are provided case management services when they are released. Licensed mental health staff carry outpatient caseloads of four to five of the most acute or amenable to treatment juveniles. Juveniles in need of inpatient psychiatric care are transported to San Francisco General Hospital. Juveniles released from Log Cabin are referred to the Detention Diversion Advocacy Project or other community-based services when released. Lack of parental involvement hinders the effectiveness of mental health services currently provided to incarcerated youths. Also mental health staff gather information on juveniles over time, but no comprehensive assessment is conducted. As many as three separate plans may be created for one youth. Since they are not compared, some are in conflict. Community mental health services are provided by contracted CBOs whose staff have no access to mental health file information due to restrictions on information. Needed are assessments on criminal history, family, school, and mental health and plans for interventions that are specific to the issues of individual youths. Also needed is coordination of mental health care in custody with mental health care in the community for individual youths.

### *Juvenile Sex Offender Treatment Program*

The Juvenile Sex Offender Treatment Program (JSO) provides a two-year program for youth ages nine through 18 who have been arrested or have had a petition sustained for a first-time sexual offense which did not involve physical force. Program staff include a clinical nurse specialist, mental health therapist, social worker, and counseling interns. Participating youth are assigned to probation officers who specialize in working with sex offenders. JSO provides early intervention with young sex offenders before their aggressive behavior becomes ingrained into their adult personalities. The program includes four components: psycho-educational group, group treatment, parents psycho-educational group, and family therapy. Program staff provide assessments of offenders with recently sustained petitions for sex offenses. These assessments guide the probation officer in development of a dispositional plan that includes appropriate treatment. Aftercare counseling services to youth returning from out of home placement are also provided. A more voluntary group for children ages eight to 11, who display inappropriate sexual behaviors and their families was added recently. Offenders participate in the program either by court order or through referrals from the Department of Human Services or Probation. Private referrals are also now accepted. In the past nine years, 75 youths have completed the JSO Program, and staff know of only three youths who have committed new sex offenses.

### *In Partnership with Community-Based Organizations*

#### *Larkin Street Youth Center, Inc.*

Larkin Street Youth Center, Inc. offers year-round, 24 hours a day prevention, intervention, and treatment services including a medical center on site, case management, and family intervention through two points of entry. Young people can come to get their basic needs met for food, a shower, and clothing at its drop-in center. Larkin Street also has a 20-bed emergency shelter and operates Avenues to Independence, a transitional living program that serves young people, ages 18 to 23, who are no longer eligible for youth services. Larkin Street offers a vocational training program for youths who are eligible to work, a Foster Family Program for 25 youth ages 12 to 17, and a respite volunteer service for the foster parents. In collaboration with the San Francisco Unified School District, Larkin Street offers an accredited school for youths ages 12 to 17. Larkin Street offers an after care program,

serving a maximum of 50 people at any one time through scattered site housing. Operating with an annual budget of \$4.5 million for 1996-7, the organization serves an estimated 1,800 clients per year, currently serving an estimated 100 to 120 clients on a daily basis. A more thorough discussion of Larkin Street Youth Center is located in Section III, *Resource Guide* in this report.

### *Youth Advocates*

Youth Advocates Inc. (YA) is currently under contract with the San Francisco Juvenile Probation Department to implement Status Offender Intake and Shelter Services (SOISS), a comprehensive, community-based shelter and counseling system for all youth who exhibit status offender behavior and their families/guardians. YA is also required to administer the 601 court wardship process including preparing the court affidavit, working with the family, coordinating with the Probation Officer contract liaison, providing interim care pending long-term placement, and assisting in identifying a long-term placement. Other contractual services include a 24-hour hotline for information, crisis intervention and access to community resources; a 24-hour central receiving shelter a family counseling unit for both crisis and reunification counseling; and medical care. The combined annual budget for all YA services is \$1.6 million to serve at least 1600 clients per year. A more thorough discussion of Youth Advocates is located in the *Resource Guide* in this report.

### *Men Overcoming Violence*

Men Overcoming Violence (MOVE) provides counseling for straight and gay San Francisco Juvenile Probation clients convicted of domestic violence crimes. The prevention component of MOVE's juvenile program includes peer education in schools, weekly presentations in Juvenile Hall to 30 youths, a mentorship component, and a support group. MOVE's clinical component serves young men ages 15 through 21 with a 52-week program. Counseling groups range from eight to 12 members and meet weekly for two hours. Individual counseling is also available. With the addition of a recent federal grant, the program will have an annual budget of \$300,000 and expects to double the size of its juvenile component.

## I. EDUCATION

### System Description

Information was compiled from interviews with representatives of the San Francisco Unified School District including administrators, teachers at Juvenile Hall and Log Cabin, and from interviews with youths in detention facilities. In addition, written survey forms were distributed to all school staff at Juvenile Hall and Log Cabin (See School Staff Survey Form San Francisco Juvenile Justice Source Book). Numerous other people interviewed for this project and involved in juvenile justice commented on school-related issues.

While the Superintendent and his top assistants are committed to working closely with others to improve all aspects of education for the at-risk population and those in detention, the system is unwieldy and needs intensive interaction to revamp it. The Superintendent has been an active participant in the coordinating council and has offered schools as in-kind resources for numerous

programs as needed. He has spearheaded the Beacon Schools in San Francisco and similarly encourages after-school utilization of his facilities.

The San Francisco Unified School District (SFUSD) operates two court schools for youth in juvenile detention facilities: the Woodside Learning Center at Juvenile Hall and the school program at Log Cabin. There are 12 teacher positions assigned to the Woodside Learning Center. Bi-lingual staff are on-site for youth who are Spanish speaking only.<sup>4</sup> The school day is from 8:50 PM to 2:50 AM and youths receive instruction in five core academic areas, physical education and a life skills curriculum. An educational assessment to determine current grade level is completed for youths who stay in Juvenile Hall at least three days.<sup>5</sup> Log Cabin School has the same school day and there are seven teachers assigned to the facility. No structured vocational programs currently exist at Log Cabin (vocational programs were stopped in September, 1996).

The Probation Department vocational program provides for job training and placement services for youth on Probation; pre-vocational education to youths in detention, and coordinates the Focus program (See Community Resource Guide).

The SFUSD Pupil Services Division oversees community day schools for youth who are expelled, or referred by Probation, or have severe truancy or behavioral problems in traditional school settings. Over 650 students attend the 16 community day schools that are comprised of the Pupil Services Academy (1950 Mission), and 12 agency schools located at community based agencies throughout the City. The school day at the Pupil Services Academy (1950 Mission) is only a half day from 8:30 AM. to 12:00 PM. No other activities are available in the afternoon for the 85 youths enrolled at the 1950 Mission site. (Numerous inquiries were made to three separate school administrators to obtain more specific information about agency schools, including what criteria is used to determine which youths are assigned to a community agency school and who attends school at 1950 Mission. None of the individuals contacted were able provide this information.) At the time of this report, 486 youths were also on independent study.<sup>6</sup>

The Pupil Services Dropout Prevention Office accepts referrals from K-12 schools of youth with truancy problems that the youth's home school could not address. During 1995-96, the Dropout Prevention Office met with 3,108 students who were referred due to truancy/attendance problems at their home school. The District is currently reviewing policies and procedures around truancy and is looking at new ways of addressing this issue, including dedicating more staff at school sites to work with youths who are truant.

The District also has numerous special programs that target at-risk youths such as the African American and Latino Retention Projects, Evening High School, School to Work program, and the Conflict Resolution Program.

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<sup>4</sup> Includes five basic teachers, one Spanish bi-lingual teacher, one assessment teacher-counselor, one computer teacher, one P.E. teacher, and three special education teachers.

<sup>5</sup> A 1987 Educational Program Assessment (by Robert B. Rutherford Jr., Ph.D.) described the WRAT assessment tool as a "notoriously unreliable instrument." According to the information provided for the current study this assessment instrument is still used.

<sup>6</sup> In other jurisdictions, independent study programs have been criticized for accepting youth who more appropriately need a small, specialized school setting. An evaluation should be done to determine if appropriate types of youth are being placed on independent study.

## Overview

Over and over those interviewed emphasized the need to improve the current school system for youths in detention and identified a high quality school program as a key component of an improved juvenile justice system. These comments are supported by youth profile data clearly indicating that youths in detention have serious educational problems: they are frequently many grades behind in basic reading and writing skills, have missed extended periods of school due to truancy, and have been in and out of numerous middle schools, high schools, and alternative schools due to transfers and expulsion. Moreover, nearly half of the youths in detention have completely dropped out of school.

Interviews with youths themselves indicated that many believe the academic work they receive in the court schools and in the community day schools is below their abilities, and they are bored. Some unique educational programs have received very positive comments from youths and staff. For example, the Pacific News Service (PNS) compiles writing, poetry, and art from youth in Juvenile Hall into a weekly newsletter "The Beat Within". During the afterschool and evening hours, PNS staff work with youths individually on writing skills, give out information and reading material, arrange for speakers into Juvenile Hall, and provide workshops.

Other issues raised include: the lack of adequate training for teachers in detention; the lack of sufficient bi-lingual staff (particularly for Asian speakers); the lack of coordinated aftercare for youths leaving Log Cabin; classroom instruction that has no connection to the grade level assessment of each youth; and, school officials and Probation staff not sharing important school information.

Some programs, in addition to those mentioned above, have been developed by Probation to address some of the school problems identified in previous studies, and include the Focus program, the insertion of life skills education into the curriculum for all youth in detention, adding computers to the Woodside Learning Center, offering GED services at Log Cabin, and pre-vocational education for youths in Juvenile Hall. However, what is lacking is any outcome based evaluation of these programs to determine their impact and effectiveness. In addition, what is really required as a basic part of the school program is a structured vocational component, providing youths with real job skills. Again, this key component currently does not exist.

Furthermore, educational problems can often be an indicator of other problems. No family-focused assessment process is completed when a youth is expelled or drops out of school and is referred to the Pupil Services Division for placement in a community school. The Pupil Services Division has no formal agreements with community-based agencies to help assess and connect youth and families to supportive services. The involvement of community-based agencies in the school program in detention facilities is equally undefined. (Again, school staff were unable to provide specifics on which agencies come to the facility and what they do.)

Clearly, in-custody educational programs need to have both a strong academic and vocational component. In addition, the curriculum needs to include full life skills training. If a youth is in a long-term type placement then education programs should address deficiencies in basic reading and writing skills, and achieving a General Equivalency Degree (GED) should be the standard for all youth 17 years of age or older. New school programs need to be innovative and challenging to overcome an entrenched pattern of school failure. The school curriculum should engage and motivate diverse, multicultural learners at different educational levels. Instruction should be offered

through a variety of teaching strategies and modalities to address students' various strengths and learning techniques. Humanities classes (English, Language Arts, Social Studies), health classes and life skills classes should encompass a values-based curriculum, providing students with the opportunity to write, discuss and analyze the origins and implications of different social norms and behaviors. Instruction should prepare students to problem-solve, and to think of solutions and alternatives for problems they anticipate confronting after they are released.

#### Other Recommendations

- Staff selected to work in detention facilities, from administrators through teachers, must have a particular interest in working with the juvenile offender population. Currently, some teachers assigned to positions in juvenile detention facilities have neither the experience nor the interest necessary. School District officials are interested in working with San Francisco State University and the University of San Francisco to see if teacher certificate programs can include additional training around working with juvenile offenders and high risk youths. Additional incentives should be offered to teachers who work in detention facilities. (Teachers at Log Cabin already receive incentive pay due to the long distance they travel to the facility.) In short, high quality, energetic staff are needed at all levels in the school program.
- Some youth are in custody in Juvenile Hall for very long periods of time. For example, youths facing 707 (b) charges may be in custody for a year or more. School officials need to consider time in custody when determining the school program for youths in Juvenile Hall. Special education programs which include full life skills need to be developed for these youths.
- Probation officers should be stationed in the community at school sites. Many other jurisdictions (including Contra Costa and Los Angeles) have reported this as an effective method of reducing truancy, providing an increased level of community supervision for youths on Probation, and working with the school and with parents of at-risk youths who will be on informal probation to keep them in school and out of the juvenile system. School officials also report that having probation officers on site can help assist in maintaining a safe school environment. Caseloads should be limited so that these officers can have the desired effect on the at-risk youths they are dealing with. The Probation Department and School District should work together to assign Probation supervision staff to those schools identified with the most number of probationers and with the greatest need. Furthermore, Probation services in the community should be coordinated with the new Day Treatment and Safe Haven programs that will be developed.
- While the San Francisco school system has a support service section for sexual minority youth, there is no similar service provided at either Juvenile Hall or Log Cabin despite the fact that San Francisco Unified School District runs those schools. It is recommended that the school district extend the support services to youths in detention. The safety issue for youths in general and particularly for sexual minority youths is an ongoing problem at Juvenile Hall. In addition to support services for the youths, an anti-harassment policy supporting sexual minority youths which addresses homophobic slurs, and related protection issues should be developed. In conjunction with this there should be a component on the problems of sexual minority youth included in staff training.
- Youths need highly structured classes which are separated according to age and academic grade level. The academic program for youths in long-term placement should include individual, academic, college preparatory classes, GED preparation, vocational training (including computer skills) and independent living skills (in preparation for release).
- The information sharing system that is planned as part of this proposal will include a process so that schools receive key information about youths who are on Probation. Follow up for youths

in the aftercare portion of the Circle of Care will include academic tutoring and job training. The transfer of academic records from detention facilities back to schools should be efficient and reliable to facilitate youths' reintegration into schools and communities.

## J. DEPARTMENT OF HUMAN SERVICES

There are about 3,500 children in the San Francisco social service system. About 30-35% are teenagers. Department of Human Services (DHS) and Juvenile Probation have an MOU which sets out a set of behaviors and age criteria to determine which agency will work with the child. Social service youth who commit delinquent acts often do not receive a citation because law enforcement is aware that the youth is already under supervision. However, often district attorneys and Probation Officers who do file a delinquency petition on a youth who is under the supervision of DHS will not contact the child protective service worker and this leads to inappropriate petitions filed and findings by the court. There have been cases where a youth is under the jurisdiction of both agencies at the same time, with both delivering services. A common data base regarding children, youth and families and a uniform assessment completed whenever and wherever a youth enters the system is critical for effective youth serving agencies.

The Department of Human Services is working to develop a family support and collaborative system of preventive services. It is essential for their work to have problems identified earlier in the community, schools and hospitals. This does not happen currently and presents a major challenge by the time children and families come to the attention of social services. DHS is in the process of re-designing their programs to work with the family, trying to develop new attitudes. When Emergency Response units go out, DHS is working to develop the attitude in staff that they are doing assessments rather than investigations, looking for strengths and needs. Holding family unity meetings and developing a plan to resolve issues is part of the new strategy.

Two pilot program re-designs are in the area of family preservation. Families participate voluntarily. The workers have reduced caseloads of 10 (they used to be 30). Workers have the opportunity to work intensely with families and often work with one family up to six hours a day. Studies have shown that if workers can build a relationship with family members, it makes a difference in family members' willingness to change behaviors. DHS contracts for family support services with a private non-profit (the Family Services Agency) to provide services for substance abuse, money management, and housing. Family Service Agency provides mentors and has developed a manual for family mentors. Workers have a multidisciplinary team approach to working with families. They obtain health and mental health services and substance abuse services (from Family Services Agency). They plan to add grandparents and parents to case conferences. Family Preservation workers also now have to complete four hours of community service per week. One worker works at a Beacon Center, one at a Healthy Start site, one in a domestic violence program. These two pilot programs receive cases from all of San Francisco. The Department of Human Services is going to design same system for families in Family Maintenance and Family Reunification.

The State is trying to get a waiver from the federal government for a pilot project to be able to use funds earmarked for out-of-home placement for other kinds of things like day treatment. San Francisco is not a pilot county. However, San Francisco has applied to be pilot for the use of foster care savings in communities. If awarded, DHS will focus on the Bay View Hunters Point area.

DHS is working with three subcommittees: Latino, African American and Asian Pacific Islanders to ultimately develop Family Resource Centers (FRC). The Latino committee has developed a resource network and the API has developed a parenting hot line. The goal of the FRC will be to provide a neighborhood resource to help divert families from the court system.

## K. MAYOR'S OFFICE OF CHILDREN, YOUTH AND THEIR FAMILIES

**Children's Fund.** In November 1991, San Francisco voters passed Proposition J. This amendment established a baseline of funding for children's services called "the Children's Fund." A minimum of 25 percent of the fund must be allocated to delinquency prevention and job readiness programs. The Mayor's Office for Children Youth and Their Families administers the funds and last year allocated 72% of its "Proposition J" funds (\$14.5 million) to youth development programs. Coleman Advocates for Children and Youth, an advocacy group for San Francisco children and youth on issues of child welfare, health, juvenile justice and recreation, was central to the passage of Proposition J and continuously monitors and advocates for youth development programs. Their efforts are reflected in some of the major initiatives described below that they have long supported.

**Funding.** The United Way, despite major changes in the agencies it funded, continued to allocate the same portion of its San Francisco funds to youth development; San Francisco's General Fund allocation for youth development increased in the past year, largely due to increases in the Recreation and Parks budget; many private foundations, like the Evelyn and Walter Haas, Jr. Fund, the San Francisco Foundation, and the Walter Johnson Foundation have made youth development a priority funding area; and corporate giving for youth training and employment programs increased this summer, compensating for lost federal dollars.

**Children and Youth Summit.** An exciting two day summit (October 5-6, 1996) provided a forum for experts, funders, service providers, parents and youths to present and listen to recommendations for city programs. Specific commitments from the Summit include the following programs.

**Youth Commission.** The creation of the Youth Commission in San Francisco sets the stage for youth empowerment in the City. The new commission got the City to appropriate \$150,000 a year for operational costs, and is now actively engaging young people in policy issues. The Commission is investigating and making recommendations on everything from Juvenile Hall to skateboarding. The Mayor also committed to a policy of appointing youths to other city commissions at the Children and Youth Summit.

**Beacon Schools.** The Mayor's Office, the Unified School District, community based youth agencies, and local foundations have collaborated to launch the Beacon Initiative. Four Beacon Schools have begun operation (Chinatown, Sunset (\$200,000), Visitation Valley, Mission). Seven more Beacon Centers will open in the next three years. Each Beacon offers a unique array of services to children, youth and parents before and after school and during the weekend.

**YouthLine.** YouthLine, a project to provide a 24-hour phone resource and referral service for youths and their parents has been endorsed by the Mayor, the School Board, the board of Supervisors, local funders and community leaders. The City has budgeted \$100,000 toward the annual cost of the YouthLine, and private funding is committed from several sources. A comprehensive and accessible

database of children and youth agencies has been developed and will be on the Internet before the end of 1997.

**Recreation.** Because of stable funding, the Rec and Park Department has expanded its youth programming. Young Teens on the Move, a late afternoon program for middle school youth, is at six sites throughout the city; a Teen Advisory Board is being reinstated; the teen summer sports camp was expanded this summer; and Friday Night Fun is thriving at seven sites.

**Youth Jobs.** Twenty City departments have been working under the Department of Human Resources to expand youth internships within city government. Housing Authority funds were used this summer (1996) for jobs for youth residing in public housing; Jobs for Youth, a public/private partnership, is working to expand opportunities in the business community; the City mounted a successful "Say YES" campaign to raise private funds for summer jobs. Legislation giving local tax credits to businesses hiring youth was passed by the Board of Supervisors. The City, in collaboration with the school district is developing a comprehensive school to work program.

**San Francisco Starting Points Initiative.** San Francisco is one of eighteen cities throughout the nation to have received a Starting Points grant from the Carnegie Foundation. The goal of this project is to create a coordinated system of services for all children 0-5 in San Francisco. The Local Child Care Planning and Advisory Council, staffed by MOCYF is responsible for initiating comprehensive community-wide child care planning.

### III. COMMUNITY RESOURCE GUIDE

#### A. MAYOR'S CRIMINAL JUSTICE COUNCIL (MCJC) PROGRAMS

##### BERNAL HEIGHTS NEIGHBORHOOD CENTER

Through its Greater Mission Consortium (GMC), the Bernal Heights Neighborhood Center (BHNC) provides a wide variety of services, emphasizing delinquency prevention and intervention, for San Francisco youth ages birth to 18. Specific programs include: an after school program offering daily homework assistance and sports activities for youths ages seven to 13; a child care program for children ages birth to six years old; a gang prevention program, including outreach and case management components, in which case managers work with youth (ages 11 to 18) on a weekly basis for six months to a year; an employment training and job readiness program for high school students; and, legal advice services for youth offering workshops on subjects ranging from street law to school suspension and expulsion policies. The GMC specifically targets youth considered to be at-risk located in the Mission and Outer-Mission neighborhoods. Youth become involved as a result of referrals from schools and other community based organizations and GMC community outreach efforts. Overall, there are approximately 500 youths enrolled in GMC programs (capacity at any one time). Although costs vary by program, the estimated average cost per youth on an annual basis is \$237. Fees are charged for after school and child care services and may be waived based on participants ability to pay. Besides encouraging the active involvement of parents in GMC programs with their children, GMC staff do not routinely work with families. The GMC does accept juvenile offenders returning from correctional institutions and clients seeking enrollment as a condition of probation or parole. In the latter instance, GMC staff is required to regularly report to probation officials. GMC programs are evaluated by BHNC staff on an annual basis. Ideas for expansion largely focus on increasing existing service capacity.

##### GIRLS AND BOYS AGAINST GANGS, INC.

Girls and Boys Against Gangs is a prevention and intervention organization which strives to help San Francisco youths at-risk and high risk for violence, gang involvement, substance abuse, and school dropout achieve self-sufficiency. Since 1989, the organization has served youths in San Francisco between the ages of 5 and 18 and currently targets primarily African-American, Samoan, and Latino "high risk" youths (601 and 602 offenders) in the Oceanview, Ingleside and Bayview communities. An estimated 75% of the current clientele is female. The organization offers the Home of Excellence (a residential program), a Peer Education program, an Entrepreneur Program, and a Gang Intervention and Prevention program (including a gender-specific component, "Girls Against Gangs"). The organization runs year-round, and offers comprehensive services through its various programs, including intake assessment and evaluation, counseling and case management, educational tutoring and advocacy (to help re-enroll youth in school), health education and information, referral resources, youth advocacy in the courts, a crisis intervention hotline, recreational and cultural activities and outings, a mentorship program, group workshops, and conflict resolution training. Girls Against Gangs also hosts a monthly television show on Channel 53, *Straight Talk With Girls Against Gangs*. Clients may remain in the program for an unlimited period of time, and staff encour-

age youths to stay in the program until they have graduated from high school. Most youths involved in the organization stay for an average of two years. The amount of interaction the staff have with the clients varies per program, but the minimum contact is twice a week; in some programs, staff see clients daily. After youths complete the program, staff members make follow-up contacts. In addition, individuals who successfully complete Girls and Boys Against Gangs are invited to travel around the country to perform presentations about the organization.

Program supervisors work closely with families and encourage families to attend group sessions, activities and outings. Siblings often join the program once one family member becomes involved. Staff also contact parents to report academic progress and failure to comply with attendance requirements. Most of the clients become involved in the program by word of mouth referral or through outreach by the peer education component of the program. Certain schools (the schools change every year) in the San Francisco Unified School District give program supervisors a list of students receiving the grades of D, F and Incomplete and ask staff members to work with those students. The organization accepts clients returning from Juvenile Hall, Log Cabin and CYA, and will accept additional juvenile justice referrals if provided with additional funding and facility space. An estimated 10% of the clients are currently in the program as a condition of probation or parole, and program supervisors are required to report routinely to those clients' probation officers. With regard to youths in the residential program, supervisors must report to social workers, the Department of Human Services, and their licensing agency.

Operating at an estimated \$500,000 per year, the program serves an estimated 256 clients per year (six youths in the residential program and 25 peer educators, each of whom has a case load of ten youth) at the facility site in Ingleside. The peer education program operates at \$1200 per youth per year. Including youths served in the schools, the number of clients served ranges from 400 to 700 per year. The program currently serves approximately 256 clients at its headquarters. The program can serve seven to eight youth on any given day at a school site. The residential program expects to expand to serve 12 youth at any one time by the end of 1997.

## CENTER FOR YOUNG WOMEN'S DEVELOPMENT

The Center For Young Women's Development (CYWD) is an employment organization which seeks to address the lack of knowledge, youth sensitive services, leadership opportunities, and advocacy of young women who have lived / are living on the streets and have worked / are working in the sex industry or other street economies. CYWD began in 1993, and defines itself as an employment program, rather than as one geared toward prevention, intervention or treatment. The center targets San Francisco women under 18 years of age, living on their own, usually in poverty, who have knowledge of drug use, drug sales, and / or sex work. Employees are often involved in the criminal justice system; an estimated 40% of the staff are on probation. The center offers employment through three programs:

- The Street Survival Project — Young women are hired as outreach workers to educate people on the streets of the Tenderloin and Mission neighborhoods about HIV, STD's, and pregnancy, information about respectful services in San Francisco, and survival necessities such as condoms and bleach. Young women work 15 hours a week, and are paid \$9 an hour;
- Girls in Charge — Run by women under 24 living on their own primarily in Federal housing developments, this program offers a 24-hour automated referral hotline, 1-800-WHAT-EVA. The

hotline offers referrals on housing, legal assistance, government assistance, GED. training, food stamps, clothing acquisition, abortion services, pre-natal services, free medical care, primary health care, pre- and post-HIV testing counseling (provided by 15 and 16 year old girls), fun and recreation;

- The User Friendly Research Project — Funded by the Drug Policy Foundation, this project is analyzing the harm reduction movement, who is involved, where the work is being done, and the purpose of the work.

There is no designated length to CYWD programs as the center functions as a place of employment, Monday through Friday. Staff have contact with families for an estimated 40% of employees, usually when criminal issues are involved. Most of the employees become involved in the program through referrals from word of mouth and program outreach. The Board President, Patricia Lee, is a public defender at Juvenile Hall. The organization hires employees returning from Juvenile Hall and CYA. Operating with an annual program budget of \$313,000 for 1997, CYWD currently employs 11 youth. In 1995, the center served an estimated 3,600 young women on the street with eight employees. At any one time, the organization has the capacity to employ a maximum of 20 young women. An outside evaluator from the Institute for Health Policy Studies (from the UCSF Medical School) is currently in the process of evaluating the organization. The center is interested in helping to develop housing for independent living (such as subsidized apartments), but is not interested in expanding to offer residential services in a group home setting.

## CENTRAL CITY HOSPITALITY HOUSE

Central City Hospitality House (CCHH) is a multi-service center for San Francisco's homeless youth ages 15 to 21. Services provided include: drug counseling, HIV and health education, GED preparatory courses, employment training, arts and crafts, and computer skills training. CCHH services are provided on both a programmatic and drop-in basis and through the organization's group home (Orlando House) for youths 18 and under. Orlando House is equipped to house a maximum of 12 youth at any given time; youths typically stay four months to a year. There are currently 10 youths residing in Orlando House. CCHH targets runaway youth who have spent substantial amounts of time away from home and are essentially "living in the street". Youth learn of the organization by word of mouth, through other community based organizations, and CCHH's street outreach program. Once screened and accepted, youth work with a case manager to develop individualized treatment plans based on assessed needs. The length of these plans vary from one month to a year and the frequency of contact with each youth also varies from case to case; however, those youth residing in Orlando House are in contact with CCHH staff seven days a week. Nevertheless, participation is entirely voluntary. Although CCHH accepts youth of all backgrounds, including those referred by the Juvenile Probation Department and returning from various correctional institutions, the organization is not equipped to serve youth that are excessively violent or severely emotionally disturbed. Since the majority of CCHH clients have not had contact with their parents for substantial periods of time, the organization does not offer family-oriented services. CCHH has not been formally evaluated by an outside professional; CCHH staff is planning to implement a new evaluation tool designed to determine the program's impact on client self esteem. Plans regarding program expansion center around needs that, according to CCHH staff, remain unmet in San Francisco such as: the absence of drug detoxification services for San Francisco youth; and, the lack of emergency shelter space specifically geared for youth ages 18 to 23.

## CHINATOWN YOUTH CENTER

The Chinatown Youth Center (CYC) offers a wide variety of prevention and intervention oriented services primarily to at-risk Asian youth from low to moderate income households through the following programs:

- Asian American Communities Against AIDS - HIV/STD education and case management for Asian youth and young adults;
- Asian American Communities for Education - provides college preparatory counseling;
- Community Day School - GED preparation and high school completion class;
- Competence Through Transitions - school-based substance abuse prevention for immigrant youth and their families;
- Girls Adolescent Program - school-based culture and gender specific prevention/intervention services for Asian immigrant girls;
- Integrated Services for Asian Youth - violence prevention through diversion activities and case management;
- Intensive Home Based Supervision - monitors juveniles on probation through home visits, and provides counseling and case management;
- Mayor's Office of Community Development Project - provides youth with job readiness training, placement and development;
- Mayor's Youth Office Employment and Education Program - provides youth with job readiness training and placement;
- Multicultural Partners - provides cross cultural youth development and activities in transitional neighborhoods;
- Prevention, Intervention and Education - school-based domestic violence prevention, intervention, and education for youth and their families;
- Strength through Early Prevention - school-based comprehensive delinquency prevention services;
- Summer Youth Employment and Training Program - provides youth with job readiness and placement.

Youth become involved through CYC outreach efforts (community and school) and referrals from other community based service providers. CYC accepts juvenile offenders returning from various correctional institutions and those wishing to enroll as a condition of probation or parole. Under its contract with the Juvenile Probation Department for the provision of intensive home based supervision services, CYC currently supervises between 50 and 100 (100 is the capacity at any one time) juveniles and is required to routinely report on the progress of these individuals to Probation Officers and the Court. In addition to its youth programs, CYC provides various activities for parent and youth participation. All CYC services are provided free of charge. Although costs vary by program, the average annual cost per youth is approximately \$467. CYC has never been formally evaluated by an outside professional; program effectiveness is largely based on youth and parent participation levels. CYC management is currently in the process of developing more rigorous evaluation tools designed to track youth progress in CYC programs.

## HUNTER'S POINT BOYS AND GIRLS CLUB

The Hunter's Point Boys and Girl Club is an after school youth organization that serves San Francisco youth ages 5 to 17 living in public housing in the Hunter's Point neighborhood. Since June of 1960, the organization has offered academic tutoring, educational support, a tennis program, an arts program, excursion activities, and a summer camp. The club recently received a grant from the Mayor's Criminal Justice Council for a mentoring program which is expected to start serving five youths in the near future. The year-round program is primarily preventative in nature. Clients may remain in the program for an unlimited period of time, providing they remain within the organization's age limit. Staff have contact with most clients several days per week. The program is open during the school year from Tuesday through Friday, 2:00 PM to 8:00 PM, and Saturdays 10:00 AM to 6:00 PM. In the summer, the program is open Monday through Friday from 10:00 AM to 5:00 PM. Program supervisors try to work with families, periodically offering an education program. A client's failure to attend the program for a couple of weeks will generally lead to a phone call home as well. Most of the clients become involved in the program by referral from friends, relatives, and school outreach through a weekly newsletter. The organization is open to clients returning from Juvenile Hall, Log Cabin and CYA, although no clients are in the program as a condition of probation or parole. The fee for required club membership is \$2 per year; staff will waive fee based on ability to pay. With an estimated budget of \$200,000 for 1996-97, the organization serves an estimated 500 clients per year. At any one time, the organization has the capacity to serve 600 youth and could currently accept more juvenile justice referrals. Program supervisors have not considered expanding to offer residential services, but are willing to do so in the future if additional resources are made available.

## LEGAL SERVICES FOR CHILDREN

Legal Services For Children is a non-profit, prevention, intervention, and treatment organization that represents children who need to use the legal system to stabilize their lives. The organization has been providing legal services to children for 22 years and recently began a juvenile delinquency prevention program funded by the Mayor's office. The organization offers legal counseling and representation with related case management services for minors to prevent the necessity of juvenile court intervention. Services also include: individual psycho-social assessment of juvenile clients and pertinent family members; an education project to teach parents how to become more active participants in their children's schools; a "warm line" telephone hotline, staffed by lawyers and social workers, supplemented by law students, social work students, and volunteer social workers. The organization also offers extended family preservation services. The organization serves children and youths in the San Francisco Bay Area, ages 0 to 18, who are at-risk of entering the juvenile justice system. The length of the program is case plan driven rather than predesignated. Staff have contact with the clients as needed or as indicated by the case plan. Program supervisors work with families, contacting parents with a phone call or home visit to report failure to comply with attendance requirements. The organization also offers families parent education workshops, a guardianship project, and legal services and representation for school entitlement issues such as special education. Most of the clients become involved in the program through referrals from schools or community based organizations. The organization is open to clients returning from Juvenile Hall, and considers accepting youths from Log Cabin on a case by case basis, but does not accept offenders returning from CYA. Its two current clients are in the delinquency prevention project as a condition of probation. Protocol for those clients involves routine reporting to the courts and probation officers. With an annual budget of \$500,000 for 1996-97, Legal Services for Children could accept additional juvenile

justice referrals. The program has no defined capacity; the number of individuals who can be served depends upon the types of cases represented.

## MISSION NEIGHBORHOOD CENTERS, INC.

The Mission Neighborhood Centers, Inc. (MNC) is a non-profit agency that provides culturally sensitive services through three centers: the Capp Street Center, the Precita Valley Community Center for Youth, and the 24th Street Family Center. Additionally, it leases one other facility for the Valencia Head Start program and Alemany Child Development Center. MNC has been operating for 75 years and provides a wide variety of services to all ages, with a special focus on low-income minority children, youth and the elderly of the Mission District. Programs for children ages three to five years include Head Start (for which MNC is a delegate agency), and the Extended Day Care Project. MNC's youth programs in the Precita Center offer various activities and services to low-income at-risk youths ages six to 22. These programs are open to all low-income youths who meet the age requirements, but the location of the Precita Center and gang "turf issues" tend to attract youth living in the Bernal Dwellings Housing projects and the surrounding Mission neighborhood. Precita's programs include aerobics classes, after school learning tutorial for youth ages six to 12, arts and crafts projects, educational and recreational field trips, evening basketball, mini-summer day camp, substance abuse prevention, case management, a summer lunch program, summer youth employment training program, football for youth ages 16 and older, weightlifting, women/girls focused recreation, and youth baseball teams.

Programs in the Precita Center currently serve approximately 400 children with a budget of \$280,081 for 1996-97. Precita's programs are both preventative and intervening in nature, and an estimated 60% of the clientele are male. Clients generally remain in the program for an average of three years, although many clients stay for seven to nine years. Youths may continue their involvement for as long as they remain within the age limit. Staff contact with the clients varies per program, usually once a week for case management services, twice a week for some recreation activities, and sometimes every day for tutoring, sports or other recreation events. Located in a spacious four-story center, the Precita Community Center has ample space to accept more juvenile justice referrals (even room enough to become a residential facility), and is limited only in terms of staffing. Program supervisors work with families, interacting with the families of youths receiving case management services, and offering family case management as well. MNC also offers referrals for jobs, counseling, and parent support groups. In its Senior Center, MNC often works with the grandparents of children and youths involved in MNC programs. Staff also contact parents to report failure to comply with program attendance requirements. Clients become involved in MNC by word of mouth peer referral, and referral from juvenile probation and school counselors. MNC accepts clients from Juvenile Hall, Log Cabin and CYA facilities, and an estimated 97 youths (out of 400 total) are involved in the program as a condition of probation or parole. Official protocol for these youth in the program involves routine reports to probation and law enforcement officers. MNC is interested in expanding to offer residential services if additional resources are provided.

## OPERATION CONTACT, INC.

In collaboration with the Korean Center Inc., Western Addition YMCA, Wajumbe Cultural Institution, Booker T. Washington Community Service Center, and the Yori Wada Educational Fund, Operation Contact offers educational, cultural, and recreational courses (from computer training to Tae Kwon Do) to San Francisco youth, ages seven to 17, through the Western Addition Youth Action Center (WAYAC). Each class meets from two to three hours, on a weekly basis, for a duration of three to four months. Children learn of the program largely as a result of WAYAC community outreach efforts through the schools and by word of mouth. Each youth wishing to participate must complete an intake application and obtain parental consent. Once accepted, youth are expected to maintain a 75% attendance level. Although the program will accept youth returning from correctional institutions, WAYAC does not accept clients to participate as a condition of probation or parole. There are currently 95 children enrolled in the program which is equipped to serve a maximum of 125 at any given time at an approximate cost of \$1,200 per child which is recovered through grant funding. Although the program does not maintain formal routine contact with parents, program staff will periodically contact parents to report on their child's behavior (positive as well as negative) and notify them of their child's failure to comply with program attendance requirements; furthermore, parents are invited to open-house events showcasing new course offerings. Staff looks to attendance rates, the rate of students returning for other course offerings, the results of student and parent questionnaires, and academic achievement to monitor program progress. Ideas regarding program expansion are primarily geared to providing the same type of service to a larger population.

## REAL ALTERNATIVES PROGRAM, INC./CALLES PROGRAM

The Real Alternatives Program, Inc. (RAP) has been serving high risk youth from the Mission District and Latino youth citywide in San Francisco since 1969. RAP is a non-profit organization and will serve young people from the ages of eight to 23, but targets youth ages 11 to 18. A significant percentage of RAP's clientele are truancy cases. Program supervisors work closely with families, making phone calls, morning wake-up calls, and home visits. RAP also offers parent workshops and educational training for families. The following year-round programs offer prevention and intervention services to clients for an unlimited period of time:

- The Community Peace Initiative (CPI) engages youth, parents, schools, churches, businesses, labor, community organizations, and government agencies in action to confront the root causes of youth violence. Key to this initiative is the active involvement of youth in the process. CPI is also a part of "Parents for Peace" through which cluster groups working on economic development, health and human services, culture of peace, education, and culture. RAP is the lead agency of this long-term collaborative effort of over 50 organizations. In 1995-6, an estimated 3,000 children, youth and families attended CPI's Peace Walkathon, and CPI trained and offered outreach to an estimated 1,500 youths and adults. CPI's budget for 1996-97 is \$327,680.
- The RAP / RFK Teen Health Clinic is a collaborative effort of RAP, Mission Children, Adolescent and Family Services Center and Castro / Mission Health Center. The health center operates out of a neutral youth-oriented location providing the following services: comprehensive medical care, health education, STD screening, HIV testing, birth control, pelvic exams and immunization. Clinic hours are Tuesdays 1 PM-5 PM. The clinic offered 690 medical encounters serving an estimated 150 youths in 1995-96.

- The Calles Project works directly with youth on the street to offer intervention and alternatives to violence and involvement with the juvenile justice system. Calles offers case management as well as late night diversion programs. Calles recently began a municipal transit assistance program, offering outreach and violence intervention on street corners where "high risk buses" run. Four staff members work at RAP, three of whom are funded by the Mayor's Criminal Justice Council and one by the Juvenile Probation Department. In 1995-96, Calles' staff served 450 youths. The Intensive Home Based Supervision component of Calles currently serves eight to ten youth, each of whom is seen three times a week by RAP's staff as determined by Calles' contract with Juvenile Hall. Many of RAP's clients in the Calles program are on probation. Protocol for those clients involves making routine reports to probation officers. Calles' budget for 1996-97 is \$576,978; of this total, \$317,440 is designated for the Municipal Transit assistance program.

- RAP's High School, *Si Se Puede*, serves grades 9-12 and students graduate with a high school diploma. The school targets high risk Latino youths in the Mission District who have probation issues, are gang-involved, or are excessively truant. The school offers mentorship programs, counseling, and case management services available through a collaborative with Step to College and the San Francisco Unified School District (SFUSD). Si Se Puede has four classrooms, each with 25 students, four teachers and two para-professionals. Staff are paid through the SFUSD. The program served 138 students in 1995-96, currently serves 86 enrolled youths, and can serve a maximum of 100 clients at any one time. Clients generally become involved in the school through an initial contact with the organization through RAP's street outreach program or by word of mouth. Classes run five days a week through the academic school year, and Si Se Puede offers a summer enrichment program. The program also offers outreach to Everett, Horace Mann, James Lick and Mission High Schools. Si Se Puede has a budget of \$76,298 for 1996-97, not including teacher's salaries.

- Por Vida (For Life) was established in 1983 to prevent substance abuse and has since expanded to organize youth against the spread of HIV / AIDS. The project trains youth to educate their peers on HIV / AIDS and substance abuse prevention. Peer educators work with staff to reach young people through street based outreach, one-on-one case management and group meetings. Por Vida targets sexually active youth. The program served 1,400 youth, women and adult gay men in 1994-95, 800 of whom were 18 years of age or younger. Three staff members work in Por Vida. Por Vida's budget for 1996-97 is \$271,710.

- Casa de los Jovenes is a collaborative project of RAP, the San Francisco Parks and Recreation Department, Horizons Unlimited, Instituto Familiar de la Raza, YWCA Mission Girls Services, Southern Exposure, and Mission Youth Soccer League that has transformed the Mission Recreation Center into community hub for youth activities and services. Casa de los Jovenes provides case management, mental health promotion, career mentorship, life skills, education, cultural enrichment, substance abuse prevention, sports programs, community events, job readiness, arts and crafts, summer programs, and tutoring. The program works closely with families, offering parent workshops and educational training for immigrant families. In 1995-6, Casa served 1,100 youths. The project employs four RAP staff members and currently serves an estimated 400-500 youths. Casa is funded by the Mayor's Office of Children, Youth and Their Families and has a budget of \$326,000 for 1996-97.

Real Alternatives Program, Inc. accepts clients returning from Juvenile Hall, Log Cabin and CYA. A large portion of RAP's clientele are on probation. RAP could not take any additional juvenile justice referrals without additional staff. RAP's total administrative budget for 1996-97 is \$273,047. Quality

assessment surveys and monitoring of clients' behavior, attendance rates and academic performance are used for evaluation purposes. RAP offered a bilingual, residential group home from 1980 to 1988 and is interested in opening residential services again in the future if provided with additional resources.

## SAN FRANCISCO COURT APPOINTED SPECIAL ADVOCATES

The San Francisco Court Appointed Special Advocates (CASA) is a part of a national non-profit organization that has been serving youths who are court dependency cases for over 20 years (three years in San Francisco). CASA's goal is to prevent clients from becoming delinquency court cases. CASA recruits, screens and trains volunteers to mentor and advocate for the youths. CASA is described more fully in the text of this report under Department of Human Services.

## SAN FRANCISCO LEAGUE of URBAN GARDENERS

The San Francisco League of Urban Gardeners (SLUG) is a non-profit organization whose primary mission is to provide individuals of all ages and communities the means for achieving social, economic, and environmental justice through urban gardening and greening projects. SLUG serves San Francisco youth (primarily low-income, public housing residents ranging from 14-17 years old) through the following programs: the Green Team (specifically for delinquent youth fulfilling community service requirements), and the Youth Gardening and Woodside Landscaping Internships (both opportunities for paid employment). These programs are both preventive and treatment oriented as they annually provide approximately 100 at-risk and delinquent youth (all types of offenses) with opportunities, estimated cost of \$1,000 per youth, to acquire job skills, gain a sense of community ownership through neighborhood beautification projects, and receive supplemental educational assistance. Children become involved as a result of community outreach (primarily through schools and tenant associations) and referrals from the juvenile justice system. Program supervisors maintain regular contact with parents both to report progress and notify them of their child's failure to comply with program attendance requirements. For those youth who are enrolled as a condition of probation, program supervisors maintain contact with Probation Officers on an as needed basis and will often advocate in court on the youth's behalf. Services have not been professionally evaluated. In the future, pending the availability of additional resources, SLUG would like to explore the possibility of adding a residential component to its youth services.

## SAN FRANCISCO EDUCATIONAL SERVICES

Through the Bayview-Hunters Point Youth Development Center (BHYDC), San Francisco Educational Services (SFES) manages over 25 different programs offering a wide variety of educational enrichment activities to San Francisco youth including: tutoring and homework assistance, computer and video skills training, and arts and cultural activities. SFES programs are open to youth of all backgrounds, but primarily youth (largely African-American males) located in the Bayview-Hunters Point District in the city. Approximately 1000 youths are currently enrolled in SFES programs (overall capacity at any one time). Youth learn of the programs largely by word of mouth and through SFES school and community outreach efforts. SFES programs are open to juvenile offenders returning from various correctional institutions but not those wishing to enroll as a condition of probation or parole. Although SFES does not offer family oriented services, the organization does report

to a parent advisory committee and regularly sponsors Family Nights to encourage parents to learn about BHYDC program offerings. All SFES services are free of charge to participants and are provided at an average annual cost of approximately \$900 per youth. The BHYDC was formally evaluated by the School of Social Welfare at UC Berkeley approximately three years ago. SFES staff self evaluates as well.

## SAN FRANCISCO YOUTH COURTS

San Francisco Youth Courts (SFYC) works to divert first-time juvenile offenders, ages 11 to 17, who are guilty of non-violent misdemeanors, from further delinquent behavior through sentencing meted by their peers in a court setting. A typical sentence requires a specific number of community service hours, victim restitution (if appropriate), participation in a workshop on self-esteem, and letters of apology to parents and victims. Additionally, the sentenced youth is to maintain contact with SFYC from three to four times weekly. Offenders are referred to SFYC by either Police, the Juvenile Probation Department, or the San Francisco Unified School District. Eligibility requirements include an acknowledgment of guilt by the youth and parental consent to participate in the program; furthermore, the youth and his or her family are required to be clinically assessed to determine family needs. Although the program will accept youth returning from correctional institutions (second-time offenders only), SFYC does not accept clients to participate as a condition of probation or parole. Program staff maintain regular contact with parents both to report progress and to notify them of their child's failure to comply with program attendance requirements. The maximum number of youths that SFYC is able to serve at any one time is 200; the program is currently serving 175 at an estimated cost of \$500 per youth annually which is recovered through grant funding. SFYC does not have a formal review process. In the future, pending the availability of additional resources, SFYC would like to expand its current services (working with the same target population) by acquiring additional staff.

## VIETNAMESE YOUTH DEVELOPMENT CENTER

Along with its general and family-oriented services, the Vietnamese Youth Development Center (VYDC) offers several programs specifically for San Francisco youth (ages 14 to 21) including:

- Competence Through Transitions (CTT) - school-based substance abuse prevention for immigrant youth and their families;
- Youth Leadership Project - a paid Summer internship program designed to train youths to become peer counselors;
- Asian American Communities for Education (AACE) - provides college preparatory counseling;
- Mayor's Youth Office Employment and Education (MYEEP) and Summer Youth Employment and Training (SYETP) programs - providing low-income youth with part-time employment, job readiness workshops, counseling, academic monitoring and supportive services during the school year and in the summer;
- Ready for Work - providing youth who are not likely to pursue post-secondary education with career awareness workshops and paid internships to expose them to various occupations
- Integrated Services for Asian Youth (ISAY) - violence prevention through diversion activities and case management; and,
- Detention Diversion Advocacy Project (DDAP) - advocacy for alternatives to detention for non-violent youth offenders and provides youth who are released with placement into commu-

nity programs, intensive monitoring and case management (8-12 youth per year); and, tutorial services - homework assistance and remedial instruction are available to middle and high school students.

VYDC youth programs primarily target low-income youth of Southeast Asian backgrounds residing in San Francisco's Tenderloin and South of Market neighborhoods. Youth become involved as a result of VYDC community outreach efforts and referrals from other community based organizations and city agencies. These programs heavily emphasize prevention and intervention. Programs accept juvenile offenders returning from various correctional institutions. None of VYDC's youth programs have been formally evaluated by an outside professional.

## B. MAYOR'S OFFICE OF CHILDREN, YOUTH, AND THEIR FAMILIES (MOCYF) PROGRAMS

### ASIAN WOMEN'S RESOURCE CENTER

The Asian Women's Resource Center is a non-profit agency providing comprehensive support services to low and moderate income Asian immigrant families with children ages five and younger. Through its Caring for Asian Children Collaboration and Quality Mental Health Program, the Center serves 380 families annually. The Center is also in the preliminary stages of developing a project in collaboration with the San Francisco Housing Authority. Through its year-round programs, the agency offers primarily preventative services, including an in-home visitation program, pre-natal assessment, mental health and speech assessment and therapy, parenting support groups and workshops, information referral, a library, and child development classes. Asian immigrants receiving priority for these services include low-income children and families with special needs, such as physical disabilities, single mothers, victims of domestic violence, and children with learning disabilities. The Center's annual cost is an estimated \$380 per child, and children are generally referred to the Center by other non-profit agencies or individuals. The Center works with families by offering case management and requiring parents to participate in support groups and workshops. Program supervisors also maintain regular contact with parents to report progress, notify them of their child's behavior and attendance, and to follow up three months after an individual completes the program. On the very rare occasion when a youth is in the program on probation, staff members report to Probation Officers. More frequently, staff report to social workers in protective service cases. The organization self evaluates using pre- and post-testing records, child observation records completed by teachers, case management records, and surveys given to parents and focus groups. Provided with adequate resources, the Center would consider expanding its resources to add a residential component.

### AUDREY L. SMITH DEVELOPMENT CENTER

The Audrey L. Smith Development Center (ALSDC) provides child care and mental health services for at-risk children and their families through the following programs:

- The Child Development Program annually provides developmental child care and mental health support for 140 children between the ages of two and six years. The children come from predominantly low-income African-American families, and a high percentage of the children have special educational, social or emotional needs. In addition to child-focused services, parenting skills training, case management support, advocacy, and resource and referral services are provided. This program operates at \$8,571 per child per year. Child Protective Services clients referred by the Department of Human Services have first priority, but other agencies also make referrals. Children are eligible for this program if their parent(s) are working, in school, or in a vocational training program.
- The Young Minds Development Project targets African-American children in first through seventh grades who live in the Western Addition. Young Minds offers after-school academic tutorial, summer academics and cultural enrichment programs. Young Minds operates year-round, Monday through Friday, and can serve 50 youths per year. The project has monthly family meetings, and parents are required to volunteer at least two hours per month. Head teachers, social

workers, and program supervisors contact parents to report failure to comply with attendance regulations. The project's annual cost is \$3,500 per youth, and most families are either self-referred or referred by schools in the Western Addition.

- NAJAH (meaning "the successful teen" in Swahili) is a year-round program for teen parents and young adults between the ages of 13 and 20. NAJAH offers reunification training to prepare teen parents for reunification with their children. This may include counseling for substance abuse, stable housing, and GED preparation. NAJAH also provides training in job preparedness and job placement, health, sex education and a variety of other workshops designed to motivate youths and improve their self-esteem. NAJAH works in collaboration with group homes including St. Elizabeth's Mount Helen and Florence Crittendon and recently expanded to Balboa High. Guidance is offered in group or individual sessions, through which NAJAH currently provides free services to its 70 clients, 79% of whom are female. Estimates of cost per unit range between \$600 and \$800 per teen.

ALSDC utilizes individual assessment tools, a field testing assessment tool, and accounts of children's later success in school to self evaluate. In the future, provided with necessary resources, ALSDC would like to add a residential component to its youth services through NAJAH.

## CALIFORNIA ASSOCIATION OF HEALTH, EDUCATION, EMPLOYMENT, and DIGNITY, Inc. (CAHEED)

The California Association of Health, Education, Employment, and Dignity, Inc. (CAHEED) is the lead agency for the Southeast Family Support Network (SFSN) collaborative which marshals the resources and talents of several community-based organizations in concert with an area school and neighborhood library to provide a continuum of services (primarily preventive in nature) for families with children at-risk of educational failure and involvement with the criminal justice system. SFSN primarily targets youth, ages birth to 18, in the Bayview-Hunters Point and Visitacion Valley neighborhoods with the following services: infant care and development classes for young parents; pre-school classes; after school learning centers; foster care advocacy; GED preparatory courses; reading and story-telling times for younger children; employment and job-readiness training; and, a community-based delinquency prevention program targeting both first-time and repeat juvenile offenders who have sincere commitments to reform. All services are provided free of charge. Although costs vary by program, the average annual cost per client is approximately \$1,000. Youth become involved as a result of school-based and community outreach as well as through referrals from other community-based organizations. Along with SFSN services that are specifically family oriented, CAHEED staff strongly encourage parent participation in all of its youth oriented activities. SFSN services are open to juvenile offenders returning from various correctional institutions and those seeking enrollment as a condition of probation or parole; however, there are currently no clients fitting the latter condition. Staff self evaluate. The collaborative has not been formally evaluated.

## CALIFORNIA LAWYERS FOR THE ARTS

California Lawyers for the Arts (C.L.A.) has served San Francisco teens ages 14 through 18, since 1993 through the following programs:

- The Arts and Community Development Project offers job training and placement programs in the arts, artists mentoring programs, and multicultural instruction;

- Spotlight on the Arts is a summer youth employment and education program that places youths in arts organizations for training in performance or visual arts or arts administration;
- The Cultural Equity Development Project is a consortium providing free artistic instruction, job training experience, placement and career development in technical theater production. California Lawyers is the lead agency of the collaborative with Bayview Opera House, Brava! For Women in the Arts, Chinese Cultural Productions, Cultural Odyssey, Kulintang Arts, Mexican Museum, and Performing Arts Workshop; and
- Artists and Attorneys Mentoring Program pairs teens with professional artists allowing the youths the opportunity to shadow their mentors.

C.L.A. has also joined a consortium for elders and youths lead by Artworks / Mt. Zion Institute on the Aging. Students work alongside artists in residence at senior centers throughout the City as they develop and implement cross-generational arts programming. C.L.A. is primarily a prevention program targeting low-income youths of color. The programs run six days per week year-round including summer school programs. Staff have contact with the clients once or twice a week, varying per program. C.L.A. works on a limited basis with families. Most clients become involved in the program by school and community outreach and teacher referrals. C.L.A. has no clients from Juvenile Hall, Log Cabin or CYA, but does not exclude youths returning from these institutions. The organization does not, however, accept youths as a condition of probation or parole nor will it accept youths with a history of violence or gang involvement. Operating at \$760 per youth per year, the organization serves an estimated 760 clients per year, 63% of whom are female. It currently serves 25 clients. At any one time, the organization has the capacity to serve 50 youths within the facility and 1400 per year within the collaborative. The Community Network for Youth Development recently assessed the organization. Results were compiled in a qualitative and quantitative assessment summary.

## Camp Fire Boys and Girls Bay Area Council AFTER SCHOOL AND VILLAGE RECREATION CENTER

The Campfire Boys and Girls Bay Area Council (CBG) offers a daily after school program for San Francisco youth, ages 5 to 11, where they may receive homework assistance, participate in various field trips, and learn conflict resolution skills. Additionally, CBG operates a recreation center (open six days weekly) in the Visitacion Valley neighborhood for youth ages 10 to 18. Although all city youth may take advantage of its services, CBG primarily serves African-American youth from low-income households located in Visitacion Valley. CBG is currently serving a combined total of 180 youths in its after school and recreational programs; the maximum number of youths that may be served at any one time is 70 (30 in the after school program and 40 at the recreation center). Youth become involved largely as a result of CBG's community outreach efforts (in schools as well as throughout the neighborhoods) and by word of mouth. Although services are provided on a drop-in basis, youth are required to formally register for each service. There are no family service components in either program, though CBG staff encourage parental involvement. Neither program accepts juvenile offenders seeking enrollment as a condition of probation or parole; however, CBG does accept offenders returning from various correctional institutions and those youths who have been sentenced to community service by San Francisco Youth Courts. CBG staff self evaluates. Pending the availability of additional resources, CBG wishes to expand its training component to hire staff directly from the Visitacion Valley community to ultimately increase existing service capacity.

## CENTER ON JUVENILE AND CRIMINAL JUSTICE

Through its Detention Diversion Advocacy Project (DDAP), the Center on Juvenile and Criminal Justice (CJCJ) provides intensive levels of community-based intervention and monitoring services as an alternative to institutional detention for pre-adjudicated, non-violent, juvenile offenders ages 12-17. DDAP has two primary operating components: detention advocacy — identifying, assessing and advocating for the release of non-violent youth likely to be detained pending their adjudication and case management — frequent and consistent support and supervision to youth and families to ensure that release from detention attains the objectives identified in the case plan for the youth's release. The majority of youth served are referred to DDAP staff by defense attorneys (either from the Public Defender's Office or the San Francisco Bar Association's Juvenile Attorney Conflict Panel) and Probation Officers. Although DDAP does not accept youth with backgrounds of seriously violent behavior, the program does target those offenders who have had frequent contact with the juvenile justice system (on three or more occasions). Once it is determined that a youth meets DDAP eligibility criteria, his or her case manager develops a client specific release plan to present to the court along with testimony on the youth's behalf. Upon release, the youth is required to have daily contact with their case managers. Case management services are "field oriented" requiring case managers to have daily contact with the youth, family, and significant others (e.g. school and drug counselors). Contact includes a minimum of three in-person meetings per week with DDAP staff. Additional contacts are provided by accessed service providers for a total of six in-person contacts per week. Services may also be provided to the youth's family members, particularly parents and guardians in areas such as securing employment, day care, drug treatment services, and income support. There are currently 42 youths enrolled in DDAP; the program is designed to manage 40 cases at any given time at an annual cost of approximately \$1,000 per youth. DDAP is in the process of being professionally evaluated by the University of Nevada; management currently self evaluates keeping track of the rate at which their clients re-offend. Along with expanding the overall program to serve greater numbers of youth, DDAP would like to increase its service to girls.

## CENTRAL AMERICAN RESOURCE CENTER

The Central American Resource Center has served low-income Latinos through a variety of prevention and intervention programs for 10 years. The Center offers immigration and legal services, mental health (including case management), dental, and general health / immunization services for uninsured immigrants, a tattoo removal program for people leaving gangs, an after-school program targeting youths who are recent immigrants and at-risk of school failure, a victim's assistance program with District Attorneys on hand for victims to report cases in their own neighborhoods, and Jovenes Unidos (the youth program). Clients usually hear about the Center by word of mouth. Jovenes Unidos serves low-income Latino youths ages seven to 15 years, who are recent immigrants and at-risk for gang involvement or school failure. Jovenes Unidos is a year-round program operating at three sites. Two of the sites serve males and females equally, and one site is all female. Coordinating with schools during the scholastic year, the program offers math and science instruction, ESL classes, job preparation and training, and cultural projects. In the summer, the emphasis is more recreational. While children and youths who come to the Center for health or legal services may have infrequent contact with staff members, those in Jovenes Unidos have frequent, often daily, contact. Health services are provided by volunteer staff and physicians. With an annual budget of \$702,000, the Center provides 15,000 clients a year with various services. Jovenes Unidos has the capacity to serve 200 youths at one time, and currently serves 200 youths at an estimated cost of \$195 per youth per year for educational support, and \$271 per youth per year for job training and preparation. When a young

client comes to the program, the whole family becomes involved. Program supervisors maintain close contact with parents to report progress, behavior, and attendance, and (depending upon work schedule) parents / family members are required to participate in the Center. Education classes for parents are strongly recommended. The Center excludes clientele in higher income brackets from using the free health services. Gang-involved youths must make a commitment to leave their gangs. The tattoo removal program reports success in establishing friendships between youths from opposing gangs. The Center accepts offenders returning from Juvenile Hall, Log Cabin and CYA, but has no official protocol for contact with the Juvenile Probation Department regarding those clients who are on probation or parole.

## CHILDREN'S COUNCIL OF SAN FRANCISCO

The Children's Council of San Francisco has six departments and a variety of programs through which it serves children ages birth to 13, their families, and child care providers. Services include: child care resources and referral, child care subsidies, a nutrition subsidy program for child care providers, child care provider training and workshops, child development consultation with child care providers, parent classes and information, and advocacy. Although most services are free, the organization sometimes charge a fees, and there is a co-payment requirement for some parents. The agency's cost per unit of service is not calculated and varies according to program. The annual program budget in 1995 was \$1.2 million for operating costs and \$6.5 million in child care subsidies. Eligibility requirements vary with different child care subsidy programs. Child care providers are fingerprinted for a criminal justice background check (the Trustline check). The organization works with families by providing them with child care information, child development consultation, and parenting classes.

## COLUMBIA PARK BOYS AND GIRLS CLUB

Columbia Park Boys and Girls Club has served children and youth since 1908. Current programs serve youths ages seven to 18 years through over 60 programs and with over 50 collaborative partners. The programs involve computers, education, athletics and recreation, fine arts, crafts, entrepreneurship, leadership, first aid, outreach, sidewalk cleaning, smoking cessation, drug awareness, and pregnancy prevention. Services vary by program. The organization targets low-income youth from minority neighborhoods. The programs focus primarily on prevention, although Sunrise Sidewalk Cleaners and Mission High Outreach are both intervention programs targeting youths in gangs and youths at-risk of school drop-out /failure. The program serves an estimated 2000 clients annually at an estimated \$400 per youth. The agency's budget for 1997 is \$1.2 million. The program has the capacity to serve 300 clients a day, and currently serves between 150 to 200 children and youths daily (between 250 and 300 in the summer), 70% of whom are male. Club membership costs \$5 a year, a fee that youths can work off, and/or which program supervisors are willing to waive based on ability to pay. The length of the different programs and contact with clients varies. In general, the programs are quite flexible, and youths participate voluntarily, according to their own schedules. In some programs, however, such as entrepreneur training, youths are required to attend daily for ten weeks. The center is open Monday - Thursday, 2:30 PM - 9 PM, Friday 2:30 PM - midnight, Saturday and Sunday 10 AM - 4 PM. The organization works with families, offering one-to-one counseling with parents and family activities and events. Most youths become involved in the organization by word of mouth referrals. The organization currently has 12 clients in the program as a

condition of probation or parole. Protocol for contact with the Juvenile Probation Department regarding youths on probation or parole involves making routine reports to Probation and Parole Officers, writing or filling out paper reports for the courts, and occasionally reporting to Public Defenders. Philadelphia Public Private Ventures recently completed an evaluation of the organization. The agency also conducts an annual Commitment to Quality evaluation and a self-evaluation every three years analyzing drop-out rates, school records, and job records of its youth. At its present capacity, Columbia Park Boys and Girls Club could accept additional juvenile justice referrals, especially during the school year when not at full capacity.

## COMMUNITY EDUCATIONAL SERVICES

Community Educational Services started offers 11 programs in Chinatown and surrounding neighborhoods. Programs focus on direct tutoring, career education / job training and pre-employment skills for individuals, school improvement services and reform efforts, and leadership development and training for youth. The program targets youths, ages ten to 21, with various risk factors including: low income, single-parent family, and low grades and poor school attendance records. The majority of the programs serve 55-60% Chinese immigrant youths. The Ready for Work program serves primarily African American youth. Program lengths vary, but in most programs, staff have contact with clients twice a week for ten months to one year. The programs are primarily preventative. The organization has infrequent contact with families. Most clients become involved in the agency as results of school and neighborhood outreach, referrals from schools and word of mouth. The organization accepts youth from Juvenile Hall but has never had clients returning from Log Cabin or CYA; however, the organization will consider accepting referrals from these institutions. There are an estimated 20 clients in the program on probation, none as a condition of probation or parole. Operating at an estimated annual cost of \$700 per youth, the organization serves an estimated 1,500 clients per year, and currently serves its maximum capacity for any one time of 1,500 clients, 50% of whom are female. The organization will to consider accepting additional juvenile justice referrals for its existing services if additional resources are provided.

## COMMUNITY UNITED AGAINST VIOLENCE

Through its Queer Youth Training Collaborative (QYTC), the Community United Against Violence (CUAV) offers employment training and teaches community organization and outreach skills to San Francisco's lesbian, gay, transgender, bisexual, and transexual youth, ages 13 to 17. QYTC is a five-month program during which participants are in contact with program staff five days a week. Program objectives are both prevention and intervention oriented. QYTC staff help youth obtain information on services available to them and learn independent living skills; furthermore, program staff offer assistance to youth who "come out" and are subsequently "kicked out" of their homes. Additionally, QYTC staff provide mental health services to questioning youth. There are currently 22 adolescents enrolled in the program which is equipped to serve a maximum of 25. Although the program will accept youth returning from correctional institutions, QYTC does not accept clients to participate as a condition of probation or parole. The current estimated cost per youth, on an annual basis, is \$4,000; no fees are charged to program participants as costs are recovered through grant funding. Staff self evaluates. Ideas for future expansion include: hiring additional staff to serve a larger population and increasing funding to pay larger stipends to program participants all of whom work for CUAV while enrolled in QYTC.

## CROSS CULTURAL FAMILY CENTER

Among its other family enrichment services, the Cross Cultural Family Center (CCFC) provides licensed after school and vacation care, five days a week, to children, grades kindergarten through five, from low-income families in the Tenderloin District. The program is prevention oriented, specifically structured to help children build self-esteem through activities no longer included in the normal public school curriculum ( i.e. music and dance). There are 53 children, maximum capacity, currently enrolled in the program at an annual cost of \$3,500 per child, which is partially billed to those families whose household income surpasses federal poverty guidelines. Children become involved as a result of CCFC community outreach efforts and referrals from other organizations. Prior to being accepted to the program, each child and his or her family is required to participate in a formal enrollment process which includes an interview with the Site Supervisor to assess not only the needs of the child but those of the family as well. Program supervisors maintain regular contact with parents primarily to report progress, to follow up when their child is absent, and to assist in the selection of a middle school for the child upon his or her completion of the program. CCFC was formally evaluated by the State Department of Education. Staff self evaluates using comments from the children enrolled to gauge the program's effectiveness. Any efforts to expand the program's capacity would require additional space (both outdoor and indoor) and staff necessary to maintain the program's licensed status.

## Department of Public Health CASTRO-MISSION HEALTH CENTER

The Castro-Mission Health Center has been offering clinic services, public health nursing services, and health education services since 1965. The clinic services include: a general primary care clinic, an HIV clinic, a mental health multidagnosis program, a teen clinic, a children's clinic (ages birth to eleven years), women's services, pregnancy testing and counseling, a drop-in nurse clinic, immunizations and tuberculosis screening. The center also provides personnel and medical oversight to the satellite clinic at the RAP school (see RAP/Calles). The year-round program offers ongoing prevention, intervention and treatment services, targeting primarily women and children, adolescents and HIV positive clients. Staff have contact with clients as needed. The center works with families. The public health nursing services employ a family-centered model of care. The psychiatric social work counselor may offer care for the whole family as well. Most of the clients become involved in the program by word of mouth referral or community outreach. At one time, the organization had trouble encouraging gang-involved youth to cross Mission street in order to use their services, and has since been working closely with RAP to help eliminate "turf barriers." The organization accepts clients returning from Juvenile Hall, Log Cabin and CYA. With an annual budget of \$3 million, the center operates at \$190 per visit (a figure obtained by the State for federally qualified health care). The organization currently serves an estimated 8,000 to 10,000 unduplicated clients; statistics for youth alone are not available. In one day, the organization has the capacity to serve a maximum of 120 clients in the clinic. The center charges a fee per service but waives fees based on a client's ability to pay.

## Department of Public Health

### CHILD HEALTH AND DISABILITY PREVENTION PROGRAM

The Child Health and Disability Prevention Program (CHDP) is a prevention health program that has served California's children and youth for over 10 years. CHDP offers a full range of health assessment services including: health and developmental history, physical examinations, nutritional assessments, immunizations, vision testing, hearing testing, lead testing, various laboratory tests (e.g., tuberculin, sickle cell, urinalysis, hemoglobin/hematocrit, Pap smears), health education and anticipatory guidance. CHDP services also include annual preventive dental care (for Medi-Cal-eligible children 3 years of age and over) and case management for families. By law, all children entering the first grade are required to have either a certificate of a CHDP health examination or a waiver on file at the school in which they enroll. CHDP provides ongoing prevention, intervention and treatment services open to children and youths, ages birth to 20 years, who are financially eligible (determined by the family's adjusted gross income (AGI) which must be \$40,000 or less). Clients may remain in the program for an unlimited period of time, providing they remain within the age limit. Staff contact with the clients varies per program and is determined by clients' needs. Program supervisors serve families, offering family case management services. Most clients become involved in CHDP by referral from hospitals, schools, friends, relatives or self-referral. CHDP accepts clients from Juvenile Hall, Log Cabin and CYA. Operating with an annual budget of \$6 million, CHDP serves an estimated 1,800 clients per year, and is currently serving between 500 and 1,000 youths.

## Department of Public Health

### CHINATOWN PUBLIC HEALTH CENTER

The Chinatown Public Health Center has provided health care screenings, diagnosis, and treatment for children and families for over 70 years. The organization offers prevention, intervention and treatment services through a primary care clinic, a Women Infants and Children program, dental care, public health, nursing, health education, a clinic funded by the city's Children's Fund, and a satellite site at St. Anthony's medical clinic. The Center is open to low income residents of all ages in San Francisco, but specifically targets Chinese residents in the Tenderloin. The majority of clientele are women and young children (ages 7 and younger). The clinics are open five days a week, but staff contact with clients varies according to clients' needs. Most clients become familiar with the program by word of mouth, advertisement in the Chinese press and other community outreach efforts. The intake procedure involves registration, and a demographic and financial screening to verify low income status and San Francisco residency. The organization accepts clients returning from Juvenile Hall, Log Cabin and CYA. The agency's annual budget is \$2.5 million. The federally qualified health center fixed rate is \$122 per client; most services are subsidized, however, and families are charged rates on a sliding scale. Fees are waived based on ability to pay. The Center serves an estimated 2,000 clients per year, 1,500 of whom are children (0 to 10 years of age), and 500 youth (ages 11 to 17). The Center currently serves an estimated 2000 clients. The organization has the capacity to serve 60 to 70 patients daily at the main clinic, and 6 to 8 at the satellite clinic which operates half days. Chinatown Public Health Center will expand to serve more juvenile justice referrals if provided with additional staffing, including a psychiatric social worker and community health workers.

## Department of Public Health EARLY MENTAL HEALTH COLLABORATIVE

The goal of the Early Mental Health Collaborative is to enhance personal growth and development by supporting early intervention activities. Collaborations are in place at Cesar Chavez, Rosa Park, Bessie Carmichael, Ulloa, Leonard Flynn, and Lafayette Elementary Schools. These programs are projected to serve 680 children in the current school year. Five community agencies are contracted to provide services to Latino students in the Mission, to Southeast-Asian children in the Tenderloin, to predominantly African-American children in the OMI and Visitacion Valley neighborhoods, and to a diverse student body in the Richmond and Sunset Districts. The Mayor's Office (MOCYF) funding provides \$24,000 and mental health provides an equal match.

Mental health professionals from the community-based organizations assigned to school sites do outreach, classroom observations, screening, crisis intervention, consultation, short-term treatment, and referrals. Providers also work to increase parental awareness of child-related mental health issues. The collaborative is also funded for 4.5 social workers from mental health services who provide services at four public health satellite clinics (Castro / Mission, Silver Avenue, Ocean View and Chinatown).

## Department of Public Health OMI SATELLITE HEALTH CLINIC

The OMI Satellite Health Clinic is a satellite of the Ocean Park Health Center and has provided primary care and prevention services to San Francisco children and youth from birth to age 18 for over three years. The program offers childhood immunizations, health check-ups, T.B. screenings, sports physicals, mental health counseling, pregnancy testing, family planning counseling and referrals, and HIV/STD counseling and referrals. The clinic operates year round, seven hours per week on Tuesdays. Program supervisors work with families, offering social services and referrals. Most of the clients become involved in the clinic by referral from schools and community sites. The clinic is open to all clients within the appropriate age range but does not serve clients as a condition of probation or parole. The organization serves an estimated 400 clients per year. At any one time, the organization has the capacity to provide two doctor visits per hour, and eight nurse visits per hour. The Mayor's Office of Children, Youth and Their Families fund the organization with a grant of \$47,000 to provide physician time to provide primary and preventive health care services. The organization conducts patient satisfaction surveys, community focus groups and needs assessment surveys to self evaluate.

## Department of Public Health VISITACION VALLEY NEIGHBORHOOD HEALTH TEAM

The Visitacion Valley Neighborhood Health Team has offered prevention, intervention and treatment services to residents of all ages in Visitacion Valley for over three years. With the recent addition of funding from the Mayor's Office of Children, Youth and Their Families, the program has been begun emphasizing pediatric services. The organization's services include medical and mental health, primary care services and screenings, and immunizations. The organization is comprised of a number of groups. The Department of Pediatrics in San Francisco General provides services on Thursday after-

noons; the Department of Mental Health staffs the Health Team; the Main Clinic is the Silver Avenue Family Health Center which oversees two clinics. Staff contact with the clients is needs-driven. The program offers health services to families. Most of the clients become involved in the program through community outreach. The Health Team also has specific sites set up at neighborhood schools and at the neighborhood Beacon School. With an overall budget of \$60,000 from the Mayor's Office of Children, Youth and Their Families, and \$30,000 from the Silver Avenue Family Health Center, the organization serves an estimated 500 to 700 children and youths per year. The organization has the capacity to serve an estimated 30 clients per week, and is not operating at maximum capacity. Each clinic is open for three hours daily, when staff see an estimated six to eight clients.

## Department of Recreation and Parks LATCH KEY PROGRAM

The Latch Key program (LK) offers various, adult-supervised recreational opportunities to San Francisco youth, ages six to 12, in safe, enjoyable environments during hours when parental supervision is unavailable for many children. LK is not equipped to provide custodial care nor is it a licensed child care program. LK is offered at 24 San Francisco Department of Recreation and Parks recreational sites throughout the city. LK operating hours are from 2 PM to 6 PM, Monday through Friday when school is in session and 9 AM to 6 PM, Monday through Friday during the summer; LK services are not provided on legal holidays or during spring and winter school breaks. Specific program activities vary from site to site but primarily include: field trips, sports, arts and crafts, and various social and cultural activities. LK is currently operating at its capacity of 613 children (25 per site and 38 at the Visitacion Valley site). Parents wishing to register their children in the LK must provide proof of San Francisco residency, child's age, and pay a fee of \$10 monthly with a 20% discount for families with more than one child. Limited scholarships are available for those families proving an inability to pay enrollment fees. Although the situation has not arisen, depending upon the severity of the offense, LK will accept juvenile offenders returning from correctional institutions but not those seeking enrollment as a condition of probation or parole. Besides contacting parents to report on their child's attendance or behavior, LK staff do not provide family services. This program has not been formally evaluated by an outside professional. Pending the availability of additional resources in the future, LK staff would like to expand the number of LK sites throughout the city.

## Department of Recreation and Parks WORKREATION PROGRAM

The San Francisco Department of Recreation and Parks Workreation program provides employment opportunities for San Francisco youth, ages 15 to 19. Youth are employed, part-time during the school year (full-time during the summer) and paid State minimum wage, to assist adult employees in running recreational programs for younger children (e.g. Latchkey sites). Workreation is prevention oriented in that it seeks to promote the productive use of leisure time by youth. There are currently 80 youths employed in the Workreation program - the program's school session capacity; summer capacity is 250. Youth applying for jobs are subjected to a formal interview process and background investigation. Although Workreation does accept juvenile offenders returning from various correctional institutions and those seeking employment as a condition of probation or parole, the program does exclude those offenders with histories of violence against younger children. Aside from calling the homes of youth who are absent from work, Workreation staff do not work with the families of employed youth. Workreation has not been formally evaluated by an outside professional. Self eval-

uations from adult and youth employees are used to monitor program performance. Future expansion efforts are primarily focused on enabling the program to offer paid employment opportunities to more youth; currently, Workrecreation has the capacity to accept more youth for non-paid employment opportunities only.

## Department of Human Services INDEPENDENT LIVING SKILLS PROGRAM

The Independent Living Skills program (ILS) is under contract with the San Francisco Department of Human Services to help San Francisco foster youth (ages 15 to 21) acquire skills, through instructional courses, that will promote their adjustment to life on their own. Courses meet twice weekly throughout a one year period; skills emphasized include: vocational, stress management, and apartment hunting. Although there is no formal follow-up procedure, program staff often maintain informal contact with participating youth long after they have completed the program. A large number of youth are recruited through ILS community outreach efforts (mailings to foster homes), and referred by the Departments of Human Services and Juvenile Probation; ILS accepts youth as a condition of probation or parole. Over 350 youth are currently enrolled in the program which is structured to serve as many youths that apply; the estimated annual cost per youth is \$976. Program staff maintains weekly contact with foster parents to report on youth progress. ILS has never been professionally evaluated. Pending the availability of future resources, ILS staff would like to add a residential component to provide transitional housing services for youth released from foster homes.

## EASTER SEAL SOCIETY OF THE BAY AREA

In collaboration with Child Development Centers, the Bayview Hunter's Point Foundation, Head Start, and the YWCA, the Easter Seal Society of the Bay Area offers educational, social, and recreational enhancement services to physically and developmentally disabled San Francisco youth (ages three to 18) through its Giving Ability a Chance program (GAC). The program is characteristically preventive in that it is designed to increase the accessibility and self-esteem of disabled youth. Although the program serves youth throughout the entire city, places particular emphasis on the Bayview-Hunters Point, Mission, and Chinatown neighborhoods. There are currently 500 youth enrolled in the program at an approximate annual cost of \$7,000 per youth; services are provided free of charge. Although there is no specific program length, participants are required to enroll and obtain emergency release forms from their parents and program staff maintain regular contact with the parents of participating youth. The program will accept offenders returning from juvenile institutions but not those who apply as a condition of probation or parole. The GAC collaborative has not been reviewed by a professional evaluator; staff self evaluates program effectiveness through quarterly progress reports and client parent feedback.

## EDGEWOOD CHILDREN'S CENTER

The Edgewood Center for Children and Families provides San Francisco youth with a continuum of services ranging from early prevention to first level psychiatric intervention to residential treatment. The 145-year-old Center has a children's hospital, residential and day treatment programs, a SFUSD nonpublic school on the grounds, and public school-based and community-based programs. Services include schooling, academic support in public schools, special education, mental health,

case management, therapy, social skills, and recreation. The majority of children served are six to 14 years old, but services in the school-based programs are also available for older teens. The Center targets children needing varying levels of psychological and physical support, ranging from early prevention to services for the most troubled and vulnerable children who have experienced multiple placement. Edgewood's overall budget is \$10 million for 1997, and the agency currently serves 3,000 clients.

At any one time, the residential and day treatment programs together can serve a maximum of 72 clients. The residential program runs from 14 to 16 months at \$165 a day and has the bed capacity for 48 youngsters. The program is currently at full capacity with three children on the waiting list. Youth on the waiting list generally receive services within 10 days to two weeks, although most children require immediate care and go elsewhere. Children become involved in this program by referral from the courts, mental health system, juvenile justice or school systems. Edgewood works closely with families, as one of the Center's primary objectives is to enable children to return home. The program offers family therapy and parenting skills. The fee for Edgewood's services varies per program and is largely subsidized by public funds. The day treatment program including mental health and educational services runs for 20 months at \$140 a day. The school on Edgewood's campus runs year-round at \$144 a day. The program's family services include family therapy and regular consultations about the needs of the children.

School-based programs include prevention for elementary school children, academic support in the schools, a special education program offering mental health services for children in elementary through high school, and a shadow program in which mental health providers attend school with six to 18 year-old students struggling with transition or crisis. The prevention program costs \$350 per child for 11 weeks of service. The special education program lasts two years, the shadow program lasts two to three months or for the duration of the most intense period of crisis; and the academic support programs last an estimated two years. Youth enrolled in the special education and school-based programs are referred by school staff or case managers, and then tested in a screening process. The community-based Kinship Program serves children and youths birth to 18 years of age living with grandparents. This program offers case management for the children, support groups for grandparents/ caregivers, and independent living skills for adolescents. The program lasts two years and costs \$1,000 per family per year. All youths living with grandparents are eligible for this program, and are generally referred by case managers.

Edgewood accepts youths returning from Juvenile Hall, but no clients are in the program as a condition of probation or parole. Program supervisors write quarterly reports for the courts regarding children who are dependents of the court. Edgewood's programs are self-evaluated for quality of service, client satisfaction, the numbers of clients moved out of higher levels of care to lower levels in the continuum, and recidivism rates. Edgewood is interested in expanding all of its services, including its residential services, to accept more juvenile justice referrals if resources are made available.

## ELLA HILL HUTCH COMMUNITY CENTER

Along with various drop-in recreational programs ranging from midnight basketball to tennis instruction, the Ella Hill Hutch Community Center (EHHCC) serves San Francisco youth, ages six to 18, through the following programs:

- UJIMA - a year-long, series of courses and case management services primarily designed to increase the self-esteem of African-American youth (40 at any given time) by helping them to learn and appreciate their historical background and culture (these courses meet weekly for one-and-a-half hours);
- Comprehensive Youth Development Collaborative (CYDC) - designed to offer a variety of activities (including recreational, cross-cultural training, tutoring and homework assistance, computer skills workshops, and field trips) to 80 youths. The CYDC is run Monday through Wednesday from 4 PM to 8 PM (CYDC case managers are in contact with participating youth five days a week); and
- Young African-American Achievers program (currently serving 200 youth) which provides SAT preparation, homework assistance, and cultural enrichment services to middle and high school students who have achieved a grade point averages of 3.0 and above. These students are also encouraged to tutor their peers.

Although all EHHCC programs are open to youth of all social and economic backgrounds, they primarily serve African-American youth. Each of the aforementioned programs will accept juvenile offenders returning from various correctional facilities; however, only UJIMA accepts youth seeking to enroll as a condition of probation or parole. Although parents and other family members are encouraged to participate in the above programs, there are no established family-oriented service components to these programs. The estimated annual costs per youth in the UJIMA, CYDC, and Young African-American Achievers programs are \$1,125, \$3,750, and \$1,235 respectively. None of these programs have been formally evaluated by an outside professional.

## FAMILY SERVICE AGENCY OF SAN FRANCISCO

The Family Service Agency of San Francisco is a non-profit organization started in 1981 that serves pregnant and parenting adolescents and teens at-risk of pregnancy through three programs:

- The Teenage Pregnancy and Parenting Project (TAPP) offers comprehensive case management to pregnant and parenting teens and their siblings.
- T-RAP is a pregnancy prevention, peer education and counseling program that provides pregnancy prevention through peer education and counseling.
- The Taking Care of Business Male Responsibility Project (TCB) follows the T-RAP model, but targets males. TCB's services are provided by males, for males.

The Family Service Agency also offers support services, support groups, child development programs, a nutrition program, and limited child care. The agency operates year-round. Females must be younger than 18 at admission and males younger than 20. Clients may stay in the program for unlimited time until they reach ages 20 for females and 21 for males. T-RAP and TCB are both prevention programs, and TAPP provides intervention services. Staff contact with the clients varies. The minimum is usually once a month, although staff see some youths for several hours every day. Program supervisors also work with families, offering family-centered case management. Staff contact families, either by phone or in person, when youth fail to attend the program, and follow up with a minimum of three contacts when an individual drops out. Most of the clients become involved in the program by referrals from public agencies, schools, public health and the Department of Social Services. The agency also has liaison assignments with San Francisco General Hospital.

The agency accepts youths returning from Juvenile Hall, Log Cabin and CYA. An estimated 30% of the clients have had contact with the juvenile justice system for minor offenses, but only 5% of the clients are in the agency as a condition of probation or parole. For those youths, official protocol for contacting the Juvenile Probation Department involves occasional reporting to a probation officer. The agency's cost per unit of service varies according to the program. Case management for non AFDC youths costs \$1,375 per client per year; for AFDC youths, it costs \$1,650. The organization serves an estimated 675 clients per year, currently serving 650 clients. At any one time, the organization has the capacity to serve 725 clients. The agency uses the database evaluation tool, Lodestar, for TAPP to measure reduced incidence of low birth weight for the babies, reduced incidence of school drop-out, and increased re-enrollment in school to monitor program performance. For T-RAP and TCB, evaluations measure the outcomes of pre- and post-tests, assessing knowledge acquisition and behavior changes. The program is interested in expanding to offer residential services if additional resources are provided.

## FILIPINO AMERICAN COUNCIL

Through its ESL Clerical Skills/Youth Leadership program (ECSYL), the Filipino American Council (FAC) provides employment and job readiness training to economically disadvantaged San Francisco youth, ages 15 to 21, who are also considered to be at-risk. Specific training includes typing, computer literacy, occupational business English, use of various business machines, resume writing, and telephone communications skills. Furthermore, ECSYL is structured to help youth develop in other areas that are not specifically business-related by offering counseling, mentoring, and substance abuse prevention counseling. Although ECSYL primarily targets Filipino and other Asian Pacific Islander youth, the program is open to youth of all backgrounds. ECSYL accepts juvenile offenders returning from various correctional institutions but not those seeking to enroll as a condition of probation or parole. Youth become involved as a result of FAC community outreach efforts and referrals from other community-based organizations. Once a youth has undergone the ECSYL interview process and been accepted, he or she is expected to attend three to four ECSYL courses weekly for four months. When a youth completes the program, he or she is assisted by ECSYL staff in their ensuing job search. There are currently five youth enrolled in ECSYL; the program is structured to serve twelve at any given time. The average annual cost per youth is approximately \$1,666. Aside from contacting the homes of participating youth to report unexcused absences and encouraging parental or guardian participation, ECSYL provides no direct family services. ECSYL has not been formally evaluated by an outside professional; ECSYL management self evaluates changes in client behavior and attitudes along with desire to acquire employment as gauges of program effectiveness.

## GIRLS AFTER SCHOOL ACADEMY

The Girls After School Academy (GASA) is a non-profit program serving low-income African-American girls ages eight to 18 who live in Sunnysdale (San Francisco's largest public housing development). GASA provides homework assistance, computer training, video / photography, sporting events, dances, arts and crafts, gardening, cultural activities and celebrations, violence prevention, substance abuse education, pregnancy prevention, and AIDS / STD awareness. GASA embraces a youth development model with an African American focus and a feminist view to promote girls' self-sufficiency, self-determination, leadership development, and conflict management skills, improve their self-esteem, inspire learning and vision, and enhance health, family wellness, and the notion of "giving back." The year-round program is primarily preventative in nature. Clients of the targeted ages

may remain in the program for an unlimited period of time. Staff have contact with the girls 6 days per week, for an estimated 18-20 hours each week. Program supervisors work with families by formally contacting parents twice monthly to report academic progress and failure to comply with attendance requirements. Parent advisory meetings are held on a quarterly basis. Because the organization is based next to its clients' residence, staff also have frequent informal contact with families. Most of the girls hear about the program through door to door recruitment and community and school outreach. The organization is open to girls returning from Juvenile Hall, Log Cabin and CYA and would like very much to take juvenile justice referrals, but it does not currently have clients on probation or parole. Operating at \$3,000 per youth per year, the Academy serves an estimated 100 girls annually and is currently serving 40 clients. At any one time, the organization has the capacity to serve 75 girls. GASA was evaluated in March 1996 by Verna Clark and Associates, and received qualitative survey results. The program does not offer residential services but will consider doing so if provided with additional resources.

## GOOD SAMARITAN FAMILY RESOURCE CENTER

The Good Samaritan Family Resource Center is nonprofit corporation serving San Francisco youth at various school sites. The agency was established in 1894 as a transitional house for immigrant children arriving in the Bay Area without parents. The organization continues to define its primary mission as the intent to break the isolation of immigrant children by developing skills in education, communication, and enhancing the health, development, and well-being of San Francisco youth. The Center offers an after school program with academic tutorials in English and math, theater and art classes, a sports program, and a summer camp, play groups, a child development center, mental health counseling and case management, physical health services, and education classes for parents. Located in the Mission District, the Center targets its immediate neighbors who are primarily low-income Latino immigrants. The Center also serves Asian immigrants, all children at the school sites, and anyone else in need. The Center's youth services are primarily preventative in nature, and many program activities include families. The Center also offers parent training programs in ESL, parenting, and child care licensing / training and year-long courses in accounting, business, child psychology, and health / public safety. Most children and families become involved in the organization by referral from other individuals, but occasionally children / youth are in the program as a condition of probation, parole, or referral from Child Protective Services. In these rare cases, program supervisors report routinely to probation officers or social workers. Of current clientele, 96% are of Hispanic / Latino origin. The sports programs tend to be 90% male, and ESL classes are 99% female. Other programs are evenly divided between genders. The Child Development Center charges fees which may be waived based on a client's ability to pay. The program's overall annual estimated cost per child is \$350 with a budget of \$640,000 for 1997. A team of evaluators from the Institute for Changing Policy has appraised the planning process and created surveys for staff, clients and other participants to measure program performance. The Center is currently conducting an in house study to calculate grade improvements for the children in the programs in schools. The Center would consider expanding to offer residential services to youth if resources of funding, facility space, increased staff, and training were made available. The Center would like to purchase a three-bedroom apartment building with two flats at 2871 24th Street, but currently lacks funds for the \$350,000 complex.

## HAMILTON FAMILY CENTER

Hamilton Family Center serves homeless youth 18 years or younger who are accompanied by a parent/ family member / guardian. Pregnant women over 18 years of age qualify as a family, but all girls under 18 must be accompanied by an adult family member. The Center has two programs. The Children's Program provides shelter, educational field trips, academic tutoring, support groups, and recreation programs for homeless children with families,. The Homeless Children Network offers therapy for homeless children. Hamilton serves clients for a maximum of 90 days. Staff attempt to follow up after individuals leave but report low success maintaining contact with the transient population. Hamilton has an "open door policy" for children and families. Reported to be the only 24-hour shelter in San Francisco, Hamilton receives referrals from other family shelters and referring agencies. Hamilton has the bed capacity to serve 70 people, including approximately 45 youths, at one time, at an estimated cost of \$57 a day for full service. Hamilton currently serves 35 youths under age 18; the youngest child is five months old. Hamilton has no waiting list. The Center determines program effectiveness by the number of clients moving into more permanent housing situations. The Center is in the process of building a new site on Fell Street with the intention of increasing privacy and space for the current client capacity.

## HIGH GEAR ACHIEVERS, INC.

High Gear Achievers is an after-school academic tutorial, fitness and wellness, developmental, family support program started in 1994. The program serves youths in elementary through middle school who are at-risk of dropping out of school. High Gear has five sites in San Francisco and targets youth whose CTBS scores fall into the bottom quartile, or are at least one grade level behind. At least 50% of the youth must come from households receiving public assistance. Eighty-five percent of the children are African American and Latino, 7% are Asian, and 3% are Caucasian. Most youths live in Excelsior, the Outer Mission, the Mission, Hunters Point, and Bayview. High Gear is primarily a prevention program, open year-round five days a week with a separate summer program. Staff have daily contact with youth, Monday through Friday, for two to three hours daily. Staff see parents / guardians at least once a semester and prefer to have monthly contact to report academic progress and behavior. If a child fails to comply with attendance requirements, the lead tutor will contact families. To date, no child has dropped out of the program. Most youths become involved in the program by referral from school principals and teachers. High Gear does not accept offenders returning from Juvenile Hall, Log Cabin or CYA. The organization served 75 youths in 1994-95, 125 youths in 1995-6 and currently serves its maximum capacity for any one time of 225 clients with a budget for 1996-97 (including the anticipated summer program) of \$275,000. The organization evaluates performance by changes in grades, CTBS testing scores, and Fitness Council Inventory marks, results from the Walker Screening Instrument, and from the children's self-evaluations. A few school principals serve as part of the collaboration to evaluate the program. High Gear is willing to consider accepting juvenile justice referrals who are young enough to fit the program requirements.

## HORIZONS UNLIMITED of SAN FRANCISCO, INC.

Horizons Unlimited of San Francisco, Inc. is a non-profit agency that has provided substance abuse prevention, intervention, and treatment to San Francisco youth ages 12 to 24 for more than 30 years. Services focus on the Latino population of the Mission District. Fees are determined on a sliding scale, but no one is turned away due to lack of funds. Horizons offers five programs:

- The Employment Program serves young people between the ages of 14 and 24 providing career education and exploration, job counseling and training, and private sector placement;
- The Juventud Day Treatment Program is a comprehensive six month day treatment program that address both the substance abuse and behavioral needs of adolescents ages 12 to 17. Staff see clients daily at an estimated \$65 per client per day.
- The Juventud Outpatient Program offers treatment through individual, group, and family counseling and support services for adolescent and young adult substance abusers ages 18 to 24. Staff in this program see clients two times per week at an estimated \$45 per client per session;
- The Youth AIDS Education Program is a prevention and education program providing HIV and AIDS community presentations, school workshops and street outreach; and
- The Young Women Arise Program (see below).

Ninety percent of the youth involved in Horizons are in the organization as a condition of probation or parole. The remaining 10% are referred by friends or self-referred. For youths on probation and parole, Horizons staff report routinely to public defenders, probation officers, parole officers, courts, law enforcement officers, and the Mayor's Office of Children, Youth and Their Families. Horizons encourages family participation and offers family therapy, family support groups, group / family counseling, education and activities for parents / family members. Program supervisors maintain regular contact with parents to report progress, behavior, and participation. Horizons Unlimited looks to expand its resources to accept additional juvenile justice referrals and is particularly interested in offering residential services for youth.

## YOUNG WOMEN ARISE PROJECT

The Young Women Arise Project is a collaborative with Horizons Unlimited of San Francisco, Inc., Westside Community Mental Health Center, and the Juvenile Probation Department to address the needs of teen women confronting adolescent delinquency, pregnancy and motherhood, and addiction to alcohol and drugs. Young Women Arise serves Latina (primarily at the Horizons site) and African-American (primarily at the Westside site) girls ages 12 to 18. Since 1993, the Project has served an estimated 320 girls with counseling, education/vocational support, and recreation. Services focus on prevention, intervention and treatment and include individual, group, and family counseling or substance abuse, gang involvement, domestic violence, relationship issues, homelessness, violence, AIDS and HIV education and outreach, educational / vocational training, job placement, GED preparation, academic tutoring, literacy skills, ESL classes, resume writing, computer classes, library research skills, art classes, and cultural, sports, and recreation activities. Young Women Arise serves clients for a period of six months at an estimated cost of \$97 per youth. However, if a client fails to attend all of the required sessions, she may take longer to complete the program. Although required to attend counseling sessions twice a week, most girls attend the program daily to use the various services. The program works with families (as defined by the clients) to encourage participation in family support groups and counseling sessions. Program supervisors maintain regular contact with families, frequently making phone calls to report the girls' progress, behavior, attendance and participation.

Most girls come to Young Women Arise after being referred by a probation officer. Other girls are referred by schools, friends, or simply walk in. Program supervisors work closely with the Juvenile Probation Department and report routinely to Probation or Parole Officers for clients in the program as a condition of probation or parole. Supervisors have also had to report at times to courts, public

defenders, law enforcement officers, and the Mayor's Office of Children, Youth and Their Families. Young Women Arise can and would like to accept more juvenile justice referrals. Each site has the capacity to serve 25-30 girls at one time. The Horizons site currently serves 19 girls, and the Westside site serves 15. Provided with additional facility space and operational costs, Young Women Arise would welcome the expansion of its program to offer residential services to girls.

## THE GLIDE FOUNDATION - IN YOUR HANDS

In Your Hands (IYH) is a non-profit, church-based program that offers collaborative services with other programs at Glide Memorial Church. IYH targets African American, high-risk youth and families in the Tenderloin District in San Francisco. For over 20 years, IYH has offered crises intervention, case management, children and youth services, and parenting and family support services. Prevention, intervention, and treatment programs for children and teens two-and-a-half to 18 years of age offer a variety of after-school programs and activities including a computer program, personal development, academic monitoring, career training, values clarification groups, creative play time, and HIV-AIDS health education. Programs run year-round, seven days a week, and can serve a maximum of 60 children at one time in its primary space. IYH currently serves 425 children, 50% of whom are male, at an estimated \$900 per youth annually. Most clients hear about the programs at Glide by word of mouth. IYH has a parenting coordinator who strongly encourages parental participation. Services include family counseling, family reunification events, and parenting classes. Program supervisors maintain regular contact with parents to report progress and assess youth and family needs. If an individual does not show up to a program, or drops out altogether, IYH tries to contact the individual and his or her family to follow up. Although IYH has numerous clients who are on probation and parole, there is no official protocol for contact with the Juvenile Probation Department regarding those children. IYH has a contract with an outside evaluator who frequently performs process evaluations of the program. If resources are available, IYH is interested in expanding to accept clients in the program as a condition of probation or parole, but lacks space to offer residential services at this time.

## JAPANESE COMMUNITY YOUTH COUNCIL

The Japanese Community Youth Council (JCYC) provides a myriad of preventive services to primarily Asian youth from low to moderate income families in San Francisco through the following programs:

- AACE - educational counseling for students that are the first in their family to attend college;
- AACE Upward Bound - additional courses and counseling a distinct group of students throughout their high school years;
- Chibichan pre-school;
- Competence through transition - a substance abuse prevention program for middle school students;
- Integrated Services for Asian Youth (ISAY) - substance abuse prevention services for high school students;
- Summer day camp for children ages 5 to 11;
- Mayor's Youth Employment and Education Program (MYEEP) - work experience through city employment;
- New Ways Workers - opportunities for private sector work experience; and,
- Richmond District After School Collaborative - educational and cultural enhancement services to elementary and middle school youth.

All programs, except for the Chibichan pre-school and the summer camp, are free of charge and provided at an approximate cost of \$2,000 per youth. Youth become involved as a result of school-based and community outreach and many of the programs offer specific activities for parent participation. JCYC accepts offenders returning from Juvenile Hall, Log Cabin Ranch, and the California Youth Authority, but has not maintained any statistics regarding these particular clients. Currently, there are no clients enrolled in JCYC programs as a condition of probation or parole. JCYC does not use a formal evaluation process to assess its programs, instead the success of each program is self evaluated based on the achievement of pre-stated goals.

## JEWISH VOCATIONAL SERVICES

The Jewish Vocational and Career Counseling Services (JVS) is a non-profit, non-sectarian organization offering job readiness skills, job training and placement, job coaching, internship and summer employment possibilities for special education students. The Work Resources Program targets youths in grades 9-10, sharing a contract with the Bridges program funded by the Mayor's Office of Children, Youth and Their Families. The 11-12 grade component targets youths with severe emotional disturbances — many of whom are in the juvenile justice system — and is funded by the United States Department of Education's Office of Special Education and Rehabilitation Services. The Transitional Opportunities program serves high school graduates and drop-outs up to age 23. The Summer Youth Employment Training Program helps youths find summer jobs. The organization runs year-round and is primarily preventative in nature. Clients remain in the program for one year, and have contact with staff an estimated two days per week. JVS works with families, offering monthly parent / guardian information nights and encouraging parents to support youths in their jobs. Staff may also contact parent/guardians upon a client's failure to comply with attendance requirements. Most of the clients become involved in the program by referral from a teacher, counselor, program director, or parent; some self refer. Students in the Work Resources Program need referrals and, sometimes, school records for admission. Intake procedures for youths in 11th grade and older involve submission of a referral, release of information, and completion of a team participation contract. The program accepts clients returning from Juvenile Hall, Log Cabin and CYA, and currently serves an estimated three to six youths on probation or parole. However, the program has no official protocol regarding contact with the Juvenile Probation Department for juvenile justice referrals. The annual budget for 1996-97 is \$377,683 for the Work Resources Program and \$290,827 for youths in 11th grade and older. The organization expects to serve an estimated 600 clients this year. It currently serves 240 clients in Work Resources and 125 youths in 11th grade and older. Sixty-four percent of current clients are male. At any one time, the organization has the capacity to serve a total of 425 clients. An independent contractor, Alan Pardini, regularly evaluates the organization. The organization is willing to accept additional juvenile justice referrals.

## Juvenile Probation Department GIRLS OUTREACH PROGRAM

The Girls Outreach program (GO) is under contract with the San Francisco Juvenile Probation Department to provide intensive, one to one counseling to pre-adjudicated San Francisco girls held at the San Francisco Juvenile Hall. Girls are given assignments (to maintain journals, various reading materials) designed to build self-esteem and are provided intensive counseling on all aspects of life. GO staff visit Juvenile Hall twice weekly (three hours per visit) for individual sessions, and every other Friday from 7 PM to 9 PM for group sessions. GO staff also maintains contact with clients upon

their release from Juvenile Hall. There are currently 15 girls enrolled in the program which is designed to serve 50 at any given time at an approximate annual cost of \$480 per youth. GO does not accept clients as a condition of probation or parole. Prior to enrolling in the program, each youth is required to undergo a very thorough intake process designed to establish a detailed background history of the youth. Although GO is not designed to work with families, staff does maintain steady contact with parents to report on their youth's progress. GO has not been formally evaluated; GO staff rely on participant feedback and progress to gauge the program's effectiveness. Along with the expansion of its current service, GO staff would like to extend the program's services to boys, youth on probation or parole, and would consider establishing a residential component should the necessary resources become available.

## UNIVERSITY OF SAN FRANCISCO STREET LAW PROGRAM

As part of its Community Legal Education program, the University of San Francisco School of Law provides the city's youth (ages 13 to 17), primarily inner-city minorities from low income households, with the opportunity to learn about law and the United States legal system in a classroom setting through the USF Street Law Project (the Project). The Project's goals are prevention and intervention through basic information about the law and legal system. The Project serves San Francisco youth in three manners: USF law students volunteer to conduct courses in public high schools (as a component of regular civics courses) three days a week for 12 weeks; volunteers conduct eight week courses meeting for three hours every Saturday for first and second time youth offenders referred by the Juvenile Probation Department (the majority of which attend as a condition of their avoidance of trial or actual adjudication; and through 12 week courses conducted at the San Francisco Juvenile Hall, two days a week, 45 minutes per course. Courses for juvenile offenders are structured to focus on issues of criminal, family, and consumer law. As a condition of the Project's contract with the Juvenile Probation Department, project staff regularly report the progress of juvenile offenders to Probation Officers. Approximately 1,075 youth (program capacity at any one time) are enrolled in the Project's courses; the program is structured to serve 2,150 youth annually at a cost of \$65 per youth. The Project has not been formally evaluated by an outside professional. Staff self evaluate primarily based on participant feedback. In the future, pending the availability of additional resources, staff would like to expand the program to work with the families of the participants and to offer Summer Legal Fellowships to San Francisco youth (these fellowships are currently only available to East Bay youth).

## VOLUNTEER CENTER OF SAN FRANCISCO

The Volunteer Center of San Francisco is under contract with the San Francisco Juvenile Probation Department to provide the Volunteer Case Managers program (VCM) which matches adult volunteers with at-risk, delinquent, and severely emotionally disturbed youth (ages seven to 17) to provide informal counseling and guidance in a big brother/sister context. The program requires six month commitments from both volunteers and youth; volunteer case managers meet with youth two to four times monthly to discuss personal issues as well as instruct youth in problem-solving and decision-making skills. Youth are primarily referred to VCM by Probation Officers, other community-based organizations, group homes, the San Francisco Department of Human Services, and public and alternative schools. For clients referred to the program as a condition of probation or parole, volunteer case managers routinely report the youth's progress to various law enforcement officials. There are 15 youth currently enrolled in the program which is structured to serve 40 youth annually (20 at

any one time) at an approximate cost of \$1,000 per youth. Volunteer case managers work with the families of those youth who are severely emotionally disturbed and/or are enrolled in the Family Mosaic Project. VCM has not been formally evaluated by an outside professional. Program management self evaluates looking to mentor/mentee involvement and participant recidivism levels as gauges of program performance. Pending the availability of future resources, the Volunteer Center would like to add a recruitment coordinator to specifically focus on minority recruitment and a training coordinator to expedite the training of new volunteer case managers.

## KOREAN AMERICAN WOMEN ARTISTS AND WRITERS ASSOCIATION (KAWAWA)

The Korean American Women Artists and Writers Association (KAWAWA) is a non-profit agency that has served San Francisco youth for seven years through the following programs:

- The Korean Youth Development Center is primarily a prevention program serving Korean American youth ages six to 17 years. The program offers after-school homework assistance, academic tutorial, art classes, and occasional field trips. Program hours are from 2 PM-6 PM Monday - Friday during the school year, and 8 AM - 6 PM in the summer. The program currently serves 40 children and youths at an estimated cost of \$625 per youth. Program administrators expect to serve between 120-180 unduplicated youths this year.
- The Intercultural Program is both a prevention and intervention program serving Korean American and African American youth ages six to 12 years. This program's mission is to build bridges between the African American and Korean American communities by fostering friendships between the youths through shared time in arts and crafts classes, field trips, and sessions with guest speakers. The Intercultural Program serves approximately 80 youths a year (currently serving 20 youths), three days a week (Monday, Wednesday and Friday from 2 PM-6 PM) at an estimated \$375 per youth. Summer school runs in conjunction with the Korean Youth Development Center. Program supervisors expect to serve 80 youths this year.

In both KAWAWA programs, children and youths become involved in the organization primarily by word of mouth recommendations, community outreach publicity, and media advertisement. The programs offer transportation from schools. Staff from SFUSD, Park and Recreation Centers, San Francisco Public Library, and Juvenile Probation also refer youths to the programs. Both programs work closely with families, maintaining regular contact with parents to discuss youths' progress, behavior, attendance, and development. Staff meet formally with parents at the end of each semester. KAWAWA also serves as an information and referral agency for many parents who do not speak English and need health, immigration, or job referral services. Staff members also often assist non-English speaking parents communication with the school staff. The organization works with Juvenile Probation, but there is no official protocol for contact with the Department regarding children on probation. KAWAWA would like to expand to offer residential services to youths if resources are made available.

## LAVENDER YOUTH DEVELOPMENT CENTER (LYRIC)

Lavender Youth Recreation and Information Center (LYRIC) serves lesbian, gay, bisexual, transgender, and questioning youths under the age of 24 through the following programs:

- Young Men's HIV Prevention and Education Program offers peer education through weekly drop-in discussion groups, closed group interventions, and special events;
- Young Women's Program provides a weekly rap group;
- Young Tongues sponsors social events, educational workshops, a health fair, and volunteer training for peer facilitators;
- Youth Talkline provides 24-hour information and referral services and support for youths;
- After School Program offers arts and crafts, video and writing classes, rap groups, community speakers, recreational opportunities, camping trips and other activities.
- Job Training Program provides job training, job readiness skills, resume writing and computer use;
- The Leadership Project offers skills-building curriculum and training in activism, community organizing, media strategies, fundraising, coalition building and leadership; and
- Academic Tutoring.

LYRIC is primarily a prevention program. Its programs do not have a defined length of time since many activities occur on a drop-in basis, and most depend upon the volition of the participants. Peer tutoring, however, usually lasts six months. In the interest of maintaining clients' confidentiality, LYRIC has limited contact with families. Most of the clients become involved in the program by initially calling the youth talkline and receiving referrals to other LYRIC programs. Youths find out about the talkline from stickers, posters, through the SFUSD, and by word of mouth. The organization does not currently have any juvenile justice referrals but would not exclude clients returning from Juvenile Hall, Log Cabin or CYA who were under 24 and wanted a forum to discuss homosexuality or to question sexuality. With an annual budget of \$400,000, LYRIC served more than 1,000 clients in 1995 (59% of whom were male). The talkline received over 12,000 telephone calls. The cost per unit of service is available only for the HIV prevention program which operates at \$102 per hour of intervention.

## MISSION CHILD CARE CONSORTIUM, INC.

The Mission Childcare Consortium, Inc. (M.C.C.C.) provides a network of comprehensive daycare services to residents of the Mission District in San Francisco, and provides an educational pre-school program to foster school-readiness. The educational component was designed to address the needs of children for whom English is a second language. The program's target population includes children of single, low-income, working parents who are either enrolled to school or a job training program. M.C.C.C. offers year-round preventive and learning development services to children and families five days a week. A food nutrition program offer nutritious meals at breakfast, lunch, and afternoon snacks. M.C.C.C. is funded by the State Department of Education (Child Development Division), San Francisco Department of Human Services, Office of Child Nutrition and Food Distribution Division, and parent fees. The program charges fees using the sliding scale provided by the State Department of Education regulations. Children enrolled in the program must be 2.9 to five years of age, and families are eligible if they are a) under protective services, b) public assistance recipients, c) income eligible (determined by number of family members and amount of family income) or d) homeless. Children/ families may become involved in the program through referral from social

service programs or self referral. M.C.C.C. has a parent group meeting once a month. M.C.C.C. also offers a social services program in which a parent coordinator assists families with an initial intake assessment, identification of child and family needs, health needs, and referrals to appropriate agencies. They hold annual parent education workshops. The Portage Guide to Early Education Checklist is used to evaluate children. Pre-testing and post-testing assessments are maintained, and parent-teacher conferences are scheduled to relate and document information on children.

## MISSION LANGUAGE AND VOCATIONAL SCHOOL, INC.

The Mission Language and Vocational School, Inc. (MLVS) is a non-profit agency founded in 1965 to improve the economic conditions of the Spanish-speaking community within the Bay Area. Today the agency offers prevention services to youth through five programs. Youths receive services in all five programs; however, the Youthnet program was created especially for young people. Youthnet is an after school program designed to prevent young people in San Francisco from dropping out of school. The program targets Spanish-speaking youths in grades 6-12. Youthnet offers academic support, English literacy, Spanish literacy, ESL classes, computer classes, job training, counseling, and referrals for other services. At an estimated annual cost of \$2,600 per youth, Youthnet serves approximately 90 clients per year. With its current staff members, the program can serve a maximum of 50 young people at one time. Fifty youths are currently involved in the program, 70% of whom are female. There is a waiting list to use a few services, especially ESL classes, the computer services, and medical assistance. Most youth become involved in the program by referral from school district teachers, counselors, and principals. Youthnet also actively recruits young people through outreach in schools and the community. Some youth are self-referred. MLVS will accept any youth. However, no clients are currently in the program as a condition of probation or parole. Program supervisors have monthly meetings with parents to report progress, assess needs of the youths and family, and work together to help motivate and assist the kids. Provided with additional staff and equipment, MLVS would like to expand to serve more youths.

## MOSS BEACH HOMES

Moss Beach Homes has served San Francisco children and youths ages birth to 21 through three programs:

- The Excel Center is a residential treatment program with special education school for sexual offenders. The program is open to all youth sexual perpetrators or children identified as "able and likely to perpetrate." All youths in this program are referred by the juvenile justice system, Department of Human Services, regional health centers, or mental health clinics. The Center works with families, involving them in case plan implementation. Operating at \$3,500 per month per youth, Excel can serve a maximum of 48 clients at one time. There is occasionally a waiting list, and the wait is usually less than one month;
- Aspira Foster and Family Services, an intervention program, provides multi-ethnic therapeutic foster care, intensive treatment foster care for children needing intensive psychiatric treatment, and family preservation services. All youths in this program are referred by the juvenile justice system, Department of Human Services, regional health centers, or mental health clinics. Aspira works with families, involving them in case plan implementation. Staff have contact with the clients a minimum of once a week. Aspira currently serves 74 youths, males and females in equal number. None of them are in the program as a condition of probation or parole. Aspira has no

fixed limit to the number of children it can serve. The program operates at \$1,500 per month per child for therapeutic foster care and \$2,500 per month per child for intensive treatment foster care and wrap-around services; and

- The Sunset Beacon Project, a prevention program, provides after school tutoring, recreational arts, computer activities, an outreach center and family advocacy services. This program is open to any child who lives or attends school in the Sunset. Children usually become involved in this program through community outreach and school postings. Beacon works with families through its family advocacy services. Staff in the program have contact with the clients as necessary, generally once a week. The program has no defined limit to the number of children it can serve.

All three programs run year-round, and individual case plans determine a client's length of stay. Moss Beach accepts clients returning from Juvenile Hall, Log Cabin and CYA as well as clients on probation and parole. Protocol for contact with the Juvenile Probation Department regarding clients in the organization as a condition of probation or parole involves completing routine reports for probation officers. Moss Beach measured success based on evaluation results completed by the Child Welfare League of America (C.O.A.) in 1996. The organization reports gaining membership to the League as a result of the evaluation. In 1997, Moss Beach expects to go through C.O.A. accreditation. Moss Beach currently offers residential services and has the capacity to accept more juvenile justice referrals.

## OCEAN-MERCED-INGLESIDE COMMUNITY ASSOCIATION

Ocean-Merced-Ingleside Community Association (OMI) is a non-profit organization that serves San Francisco youth through the following programs: Reading Is Power (RIP), Mayor's Academic Sports Pros (MASP), and Managerial Training Program. OMI's services include academic tutorial, sports, counseling, health screenings, needs assessment / referral, and job training for parents or youths older than 14. OMI's programs run year-round and function primarily as prevention. OMI will serve any San Francisco youth between the ages of five and 18. Staff contact with the clients varies per program. In the Mayor's Academic Sports Pros, staff see the clients daily, Monday through Saturday. In Reading Is Power, staff see the clients daily Monday to Friday. In Managerial Training, staff see the clients twice a month, but clients attend their work sites daily. OMI works with families offering resources and motivational workshops on topics such as teen parenting, AIDS/HIV prevention, health awareness, and welfare reform. OMI staff also contact parents, especially in RIP, to discuss progress and attendance requirements. Staff also have frequent informal contact with families. Clients become involved in the program by dropping in at one of the recreation sites or being referred by schools or word of mouth. All of the children in Reading Is Power are referred by schools to the program. OMI will accept clients returning from Juvenile Hall, Log Cabin and CYA, but does not currently have any clients on probation or parole. The organization will accept juvenile justice referrals if resources are made available. The organization currently serves an estimated 360 clients with a budget of \$383,000 for 1996-97. In Mayor's Academic Sports Pros, 95% of the youth are male. In RIP, 60% are male. In Managerial Training, 70% are female. At any one time, the organization has the capacity to serve 130 youths in RIP and 220 in Mayor's Academic Sports Pros in two leagues. There is a waiting list for OMI of approximately 100 youths. The average wait varies per program. The organization self evaluates by children's grades and attendance in school and at OMI and by results of an evaluation form sent to parents. OMI is very interested in expanding to offer residential services to youth if additional resources are provided.

## Potrero Hill Neighborhood House ZAP PROJECT SUBSTANCE ABUSE PROGRAM

The Potrero Hill Neighborhood House (PHNH) is under contract with the Department of Public Health's Community Substance Abuse Services Division to administer the ZAP Project (ZAP), a substance abuse day treatment program for San Francisco youth, ages 11 to 25. Approximately 1/3 of youth involved are referred by the Juvenile Probation Department; others are referred by schools, health providers, other community based organizations, or enroll on their own. Formal intake includes an assessment of the client's needs by ZAP staff. If the assessment reveals needs that ZAP is unable to meet (e.g. residential services), the client is referred to an alternative program. If the potential client meets ZAP eligibility criteria, the program therapist will then work with the individual to develop a one-year treatment plan. Once enrolled, participants are required to be in contact with ZAP staff a minimum of four days weekly including two individual counseling sessions monthly. ZAP program hours are from 10 AM to 5 PM, five days a week. Specific program activities include: individual and group counseling, family therapy, academic and employment counseling, family therapy, academic and employment counseling, and job placement assistance. PHNH is funded to serve 30 youth through ZAP; there are 27 presently enrolled. ZAP accepts juvenile offenders returning from various correctional institutions as well as those who enroll as a condition of probation or parole (in these instances ZAP staff is required to regularly report to the Juvenile Probation Department to report the youth's progress). ZAP is not presently equipped to serve youth classified as severely emotionally disturbed (SED). The approximate annual cost per youth is \$8,861. ZAP staff self evaluate based on the numbers of clients that successfully complete the program, those who are discharged prior to completion with successful progress, and the number of clients that completely fail. ZAP has not been formally evaluated by an outside professional. Ideas for program expansion include; acquiring resources to find a full-time licensed family therapist (current therapist is part-time); hiring mental health professionals to assist in on-site treatment; and, developing a residential component to the program.

## SAMOAN COMMUNITY DEVELOPMENT CENTER

Through it's Pacific Islander Youth Alliance (PIYA), the Samoan Community Development Center attempts to develop an environment that promotes exemplary academic performance and helps youth resolve cultural issues which may impede their healthy adjustment to mainstream society in the United States. Although youth of all ethnic backgrounds (ages nine to 18) are eligible to participate, PIYA's primary focus is to assist Samoan and other Pacific Islander youth in the development of peer support networks through culturally-based school clubs; PIYA staff offer tutoring and counseling services as well. Schools in which clubs have been established include: Balboa High, Mission High, Visitacion, Macateer, and Burbank. Each club meets at least once weekly for one to two hours to discuss youth and community issues, and plan student activities both within their own neighborhoods and with clubs located at other schools. This program, as currently structured is equipped to serve as many youths as are interested; participation is entirely voluntary and the program currently does not accept participants as a condition of probation or parole. Program staff estimate that 150 students are currently being served at an approximate cost of \$667 per youth. Should additional future resources become available, SCDC is interested in expanding the PIYA to provide residential services and accept youth as a condition of probation or parole.

## SAN FRANCISCO PUBLIC LIBRARY

The San Francisco Public Library has offered library services for children enrolled in the San Francisco Unified School District for 100 years. The Library recently added these four programs funded by the Mayor's Office of Children Youth and Their Families as a result of the passage of the Children's Amendment:

- The Youth at Risk program has two components. One serves primarily African American, Samoan and Latino youths in Bayview and Hunters Point. A full-time librarian goes to Bayview / Hunters Point schools and community groups to develop programs that buy books and other materials to generate interest in the library. The other component of the Youth at Risk program serves youths in juvenile detention. A librarian works with the San Francisco Unified School District in Juvenile Hall to buy books and other materials. This program served 1,410 youths in 1995-96 at an estimated cost of \$48 per youth. The program seeks to serve 1,500 youth in 1996-97;
- The Outreach to the Tenderloin program operates out of the Main Public Library where there are 4,000 to 5,000 children are located. This program targets primarily Asian American children, youths, and families who are not comfortable using the public library. This program served an estimated 2,327 youths in 1995-96 at an estimated \$25.61 per youth. The program intends to serve 2,400 youths in 1996-97 with a budget of \$59,607.
- The Outreach to the Middle Schools program provides two half-time and one full-time librarians who serve San Francisco public middle schools, talking to students and generating interest in books carried in the Public Libraries. This outreach program also hosts special youth events such as poetry contests. This program served 11,326 youths in 1995-96 at an estimated \$14.15 per youth. The program aims to serve 11,838 middle school students in 1996-97.
- The Children's Bookmobile program operates from a van which transports books to children and youths in group homes, family day care settings, Head Start programs, housing projects and homeless shelters. There is an occasional waiting list for this service, when multiple teachers or schools request a visit from the Bookmobile for the same day. This program served 4,330 children and youths in 1995-96 at an estimated cost of \$29.63 per client. In 1996-97, the Children's Bookmobile intends to serve 4,100 clients.

The year-round programs are primarily preventative in nature, and open to all children and youths enrolled in the San Francisco Unified School District. Librarians generally see youths once in "book talks" when they speak to school classes. Clients become involved in the community programs as a result of the Library's community outreach efforts. The number of clients served by the Library is limited by a school or community group's facility space rather than by the Library's program capacity.

## SAN FRANCISCO STUDY CENTER

The San Francisco Study Center is a non-profit agency that serves youth through its Family Support Services Project and serves as the fiscal agent for other organizations serving children and youth in the same manner. The Family Support Services Project offers prevention and early intervention therapy and counseling for school-aged children up to the fifth grade who live South of Market and attend Filipino Educational Center, Filipino Educational Child Care, or Bessie Carmichael Elementary School. This program runs in conjunction with schools for the course of the school year and targets the population of school children in SFUSD. The Study Center has provided services for the last 25 years. The annual program budget for the past three years has been \$75,000 to provide direct services to 88 youth per year and parenting workshops to more than 30 parents per year. Most children

become involved in the program by referral from someone with whom the child has had substantial contact such as a teacher, administrator, parent, or custodian. After being referred, a child will be evaluated by a case manager, then enrolled. Case managers maintain contact with parents, making phone calls to notify a parent of a child's progress or to report a child's failure to comply with program attendance requirements. The Center also offers "confident parenting" workshops in English, Spanish, Tagalog, and Chinese. The Study Center would consider accepting juvenile justice referrals if they were enrolled in one of the collaborative schools and financial resources were made available.

## SFUSD CHILD DEVELOPMENT PROGRAM

The SFUSD Child Development Program has provided infant programs, pre-kindergarten programs, and kindergarten through fifth grade programs since 1942. Services include before-school care, after-school care, health services, and parent involvement. The year-round organization is primarily preventative and is open to children in San Francisco between the ages of 2.9 and 11 with a parent who is low income, working or attending school, or (for foster children) disabled. Staff have contact with the children five days per week. Program supervisors work with families, encouraging parent involvement, offering referral resources, and finding available GED classes. Most of the clients hear about the program by word of mouth. Operating at an estimated \$7,142 per youth per year, with an annual budget of \$35 million, the organization serves an estimated 4,900 clients per year. There are also 1600 children on the waiting list, and the turn-over rates in the program are very low. The program excludes clients returning from Juvenile Hall, Log Cabin and CYA as well as children with a history of violence, children with a history of substance abuse, and children who are gang involved. The program would not consider accepting juvenile justice referrals at this time.

## SFUSD SCHOOL HEALTH PROGRAMS

The School Health Programs Department of the San Francisco Unified School District provides programs and services addressing the health-related needs of San Francisco youths and their families. Its services include before-school care, after-school care, health services, and parent involvement, that are open to all children in the San Francisco Unified School District, preschool age up to 18 years (up to 22 years old in special education). Comprehensive health education includes planned, sequential, developmentally-appropriate and culturally sensitive instruction about health for students in grades pre-kindergarten through 12. It addresses physical, mental, emotional, social, and spiritual dimensions of health and provides students with knowledge, attitudes, and skills to make health-promoting decisions. Health education programs include a skills-based curriculum, health advocate liaisons to facilitate program implementation and communication between individual school sites and the School Health Programs Department; multiple student-focused activities; and ongoing professional development for teachers responsible for implementing the health education curriculum. Comprehensive health services include screenings, prevention, case findings, early intervention, first aid, remediation, and rehabilitation services. These services are district wide and offer maintenance of student health records, special education entrance and triennial assessments, comprehensive nursing services at targeted elementary and middle schools, awareness sessions about universal precautions for blood borne pathogens, condom availability programs established in all high schools; screenings, immunizations, TB testing, and comprehensive physical examinations for children from ages three to twelve with learning disabilities, and Hepatitis B immunizations for seventh grade students in selected middle schools. Healthy environment program activities address the use of tobacco, alcohol and other drugs on campus, anti-slurs based on gender, race, ethnicity, and sexual orientation, con-

dom availability, students with HIV infection, health testing and services, and sexual harassment; law enforcement officers assigned to all middle schools; crisis response and grief counseling, gang violence awareness sessions, safety education and conflict management skills.

The San Francisco School Health Programs provide over 40 professionals and support staff including health educators, school nurses, nurse practitioners, social workers, counselors, health workers, and support staff. The programs have served San Francisco children and youths for the past seven years. Most services are located on school sites and run the length of the school year, although services at the Beacon Centers are year-round. Staff contact with clients varies per program, ranging from one-time visits to weekly interaction. Program supervisors work with families offering case management, parent education classes and workshops, and ESL classes at the Healthy Start sites. Staff also contact parents to report academic progress and failure to comply with attendance requirements.

Most of the clients become involved in the program by referral from school staff, parents, or the Department of Human Services. The organization is open to clients returning from Juvenile Hall, Log Cabin and CYA and would like to take juvenile justice referrals, but does not currently have any clients on probation or parole. The program will work with clients who are gang involved and youths with a history of substance abuse, but will not accept youths who demonstrate a pattern of violent behavior. The organization is able to provide services for all of the 63,000 students in the San Francisco Unified School District with an estimated budget of a little more than four million dollars for 1996-1997. At one time, the organization has the capacity to serve approximately 15-30% of the population at any one school site. The programs currently have an estimated 3,000 ongoing contacts.

## ST. JOHN'S EDUCATIONAL THRESHOLDS CENTER

St. John's Educational Thresholds Center (SJETC) is a non-profit, non-sectarian community agency serving North Mission families and young people between the ages of eight and 18. The organization combines traditional academics with technology, the arts, and community action to build healthy lives, schools, and communities. SJETC has three programs:

- Tutoring Center that serves 35 youths with tutoring sessions and program activities including educational enrichment, fine arts and theater, computer training, street safety workshops, and neighborhood improvement projects);
- Young People's Urban Institute is an after-school and summer program involving students in academics, recreation, and community development activities such as voter registration initiatives and safe streets campaigns; and,
- Community Bridges Beacon (CBB) is a collaboration with 25 agencies offering a continuum of services and opportunities for the 2,000 students, families and neighborhood residents of Sanchez Elementary, Everett Middle, and Mission High Schools. CBB provides children and their families access to comprehensive health care, academic enrichment, and family support / social services.

St. John's is primarily a prevention program, open year-round to elementary, middle and high school students in the Mission. Unless the program is operating at full capacity, youths from outside of the Mission and up to age 23 are accepted. Many of the clients are (or have been) gang-involved and wearing gang colors is prohibited in the facility. Staff contact with the clients varies by program, ranging from once a month to six days per week. Program supervisors work with families, contacting parents on a regular basis to report youth progress, behavior and attendance. The program also offers

families ESL classes and citizenship training. SJETC encourages parental involvement; some parents receive a stipend to work in the program as interns. Most clients become involved at St. John's by self-referral; others are referred by case managers, teachers, or friends. St. John's accepts youth returning from Juvenile Hall, Log Cabin and CYA, but does not currently have any clients in the program as a condition of probation or parole. A few volunteers have come to the program to redress traffic ticket violations. The organization has a budget of \$1,035,000 for 1997 to serve an estimated 450-500 clients. The program currently serves between 250-300 clients and has the capacity to serve 400 people at one time. The program self evaluates using attendance rates, grade improvements, and program and participant responses. St. John's would like to take more juvenile justice referrals and might consider expanding to offer residential services in the future if additional resources are provided.

## SUPPORT FOR FAMILIES OF CHILDREN WITH DISABILITIES

Support For Families of Children with Disabilities (SFCD) is a parent-run, non-profit organization that offers emotional support to targeted clients and informational and educational services to families and the professionals who work with them. Started in 1982, SFCD has been a full service family center offering a phone line, drop-in center, support groups, peer parent support, parent professional workshops, trainings, a newsletter, a library, and resource referral. The agency offers both prevention and intervention services, emphasizing support, education and information about disabilities with a focus on families living in the Mission, Visitacion Valley and Chinatown. All services are free. The overall budget for 1997 is \$299,000. The program has no prescribed length, as involvement in the organization varies from one-time visits to regular attendance at support groups for several years. The agency works with families more so than with individual youth. The organization maintains contact after families leave the program. Most families become involved in the agency as a result of dropping-in and word of mouth referrals. Support for Families does not exclude any clients from its program and has no official protocol for contact with the Juvenile Probation Department regarding those children who are on probation or parole. The organization has worked at times with Child Protective Services. If resources were made available to hire more staff, the agency would accept more juvenile justice referrals on probation or parole, but not as a condition of probation or parole. The agency seeks to avoid mandatory reporting so that support groups may maintain a safe, confidential environment.

## TELEGRAPH HILL NEIGHBORHOOD CENTER

The Telegraph Hill Neighborhood Center, started in 1893, serves low income, multi-ethnic children and youths ages two-and-a-half to 18. The Center offers child development programs; preschool and afterschool activities; academic tutorial; a parent participation nursery school; job readiness training for high risk youths ages 14 to 17; health education about HIV/AIDS, STDs, teen pregnancy, drug use, and decision making for youths ages 12 to 17; weekly support groups for girls and for boys ages 10 to 14; individual, group, and family counseling on issues related to substance abuse; personal growth and development programs, youth leadership project; community service; youth advocacy; field trips and recreation; and a summer program. The Center runs year-round, and the programs are primarily preventative in nature. The Center is open to all children and youths attending school in San Francisco, although first priority goes to families from the housing development in the Center's neighborhood. Staff have daily contact with the clients five days per week, and occasionally run Saturday events. Program supervisors work with families, contacting parents to report progress, be-

havior and attendance. The Center also offers family counseling and mental health services to families. Most of the clients become involved in the program by word of mouth referral. The Center does not accept offenders returning from Juvenile Hall, Log Cabin or CYA, children who have dropped out of school, children with a history of violence, or children who are gang involved, and would not consider doing so in the future. Operating at \$2,616 per youth per year, the Center serves an estimated 275 children and youth per year, currently serving 96 youths and 125 in the child development program. At any one time, the organization has the capacity to serve 60 youths and 125 in the children's center.

## TENDERLOIN NEIGHBORHOOD DEVELOPMENT CENTER

The Tenderloin Neighborhood Development Center (TNDC) offers educational and recreational enhancement services Monday through Saturday, on a drop-in basis, to low-income, Tenderloin youth ages five through 17 through its after-school program. The primary goal of the program is to prevent children from engaging in delinquent behavior by providing them with productive activities (i.e. tutorial programs, computer training, and sports) to occupy their time after school. Although the program has no formal structure, such as a specific program length, participants are required to enroll and obtain emergency release forms from their parents. The program is structured to serve a maximum of forty-five children at an estimated cost of \$770 per child; approximately thirty children are currently enrolled. The program will accept offenders returning from juvenile institutions but not those who apply as a condition of probation or parole. Contact with participant's families is minimal; however program staff will notify the parents of a child who is not attending school regularly and provide information on services for families experiencing various crises. The TNDC has relied on program attendance levels to gauge the performance of the after-school program. No formal evaluation has been conducted. Although the TNDC is considering the construction of an additional facility, on property adjacent to the current site, to expand the after-school program's capacity, the organization does not intend to supplement the program's services with a formal structure.

## THE FAMILY SCHOOL

The Family School is a non-profit organization in the Western Addition neighborhood that has offered education, employment preparation, and child care for single mothers on welfare and an independent living skills program for teenagers in foster care since 1986. The Family School is primarily preventative in nature and serves San Francisco children, youth, teens and single mothers through the following programs: basic skills instruction, GED preparation, weekly parenting classes and computer training; NEXT STEP program providing employment preparation; a licensed infant and toddler child development center serving 36 children ages six months to five years; and the Independent Living Skills Program (ILS) providing instruction in life skills, academic tutoring, computer classes and individual mentoring for teens living in foster care or group homes. The annual program budget for 1996-97 is \$900,000. The Family School serves an estimated 30 single mothers and 35-40 children each year. In collaboration with two other organizations, it serves 150 teenagers through the Independent Living Skills program. Most participants become involved by word of mouth referral, but social services, public health administrators, and probation officers also refer teens and single AFDC recipient mothers to the School. In a two-step intake process, applicants first interview and take a basic skills test, then return one week later to establish personal goals in a roundtable meeting with two or three staff members. The School works with families by offering child care for the young children of welfare mothers. The agency does not have services for older

children (other than the ILS program) or for fathers. Program supervisors report routinely to probation officers about the very small percentage of teens in the program who are on probation. The organization self evaluates based on accounts of AFDC mothers who are placed into work or further training programs and the number of teens who obtain jobs, attend college, and are able to live independently. The School would consider taking additional juvenile justice referrals if sufficient resources were made available.

## TransCen, Inc.

### BRIDGES...FROM SCHOOL TO WORK

Bridges...From School to Work is a non-profit project that assists employers in hiring young adults with disabilities. Services are available to all high school seniors ages 17 to 21 in special education in San Francisco Unified School District. Bridges accepts clients who have dropped out of school, but offers first priority to current high school seniors. Bridges' program lasts for two years, but the period of most intense investment lasts for one semester. Staff contact with the clients depends upon a youth's stage of involvement, but personal contact happens at least once a week. After the semester is over, staff follow up with the youth for 24 months. If an individual does not show up, staff will call the youth to schedule a new meeting. If an individual drops out, staff will wait six months to contact the youth at the beginning of a new semester cycle. After youth complete the program, Bridges follows up every six months either with phone calls or in person. The agency offers parent-youth trainings twice a year and has informal contact with parents, encouraging them to participate with their children. Most youth become involved in Bridges by referral from a teacher. Bridges accepts clients returning from Juvenile Hall, Log Cabin and CYA, but none of the clients are in the program as a condition of probation or parole. At its current capacity, Bridges could and would accept additional juvenile justice referrals. Operating at \$1,565 per youth per year, the organization serves an estimated 200 clients per year, currently serving 100 clients. At one time, the organization has the capacity to serve 100 clients. The organization self evaluates by assessing the number of youth placed in employment, number completing eight weeks in their jobs, and number offered ongoing employment.

## WAJUMBE CULTURAL INSTITUTION

Through Project A.C.E. (an acronym for Academic and Cultural Enrichment), Wajumbe Cultural Institution (WCI) offers a myriad of services, five days a week after school during the academic year and all day throughout the summer, dedicated to improving the academic performance and cultural awareness of African and African-American youth and their families. These services include: tutoring, courses in African and African-American history, and bi-annual health screenings. The theory behind Project A.C.E. is that once children, specifically African and African-American children, acquire a positive sense of their culture and history, they are more likely to develop into productive members of society. Although the program accepts children ages six through 14 from all ethnic and economic backgrounds, the typical participant is African or African-American from a low-income household; is generally non-violent; and, has not been exposed to the juvenile justice system. Project A.C.E. served approximately 100 children (70% male) in 1996 at an approximate cost of \$1,600 per youth. Program supervisors maintain regular contact with parents both to report progress and notify them of their child's failure to comply with program attendance requirements. Project A.C.E. has not been professionally evaluated. WCI looks to expand the program to offer services to juvenile offenders both in a residential and drop-in setting.

## WESTBAY PILIPINO MULTISERVICE CENTER

The Westbay Pilipino Multiservice Center (WPMC) offers several programs, emphasizing prevention and intervention, for San Francisco youth (ages 10 to 21) primarily of Asian-American (particularly Pacific Islander) descent. WPMC's youth-oriented programs include:

- South of Market Teen Center - a collaborative of coordinated services (cultural, recreational, tutoring, and homework assistance, juvenile delinquency prevention) primarily for youth in the South of Market Street neighborhood
- Integrated Services for Asian Youth - violence prevention through diversion activities and case management
- Asian American Communities for Education - provides college preparatory counseling
- Asian American Communities Against AIDS - HIV/STD education and case management for Asian youth and young adults
- Competence Through Transitions - school-based substance abuse prevention for immigrant youth and their families; and, youth employment and support services providing job readiness training and placement services.

Youth become involved as a result of WPMC outreach efforts (neighborhoods and school) and through referrals from other community based service providers. There are formal intake processes for each program involving initial assessments of client needs. WPMC accepts juvenile offenders returning from various correctional institutions as well as those seeking enrollment in WPMC programs as a condition of probation or parole. In addition to its youth programs, WPMC provides various family-oriented services; furthermore, staff strongly encourage parent participation in all youth programs. All WPMC services are provided free of charge. Although costs vary by program, the average annual cost per youth is approximately \$250. WPMC has never been formally evaluated by an outside professional. Management looks to the accomplishment of pre-stated goals (e.g. to place 75 youth in jobs) and notable changes in the behavior of its clients (improved grades, school attendance, recidivism) as gauges of program performance.

## WU YEE CHILDREN'S SERVICES

Wu Yee Children's Services is a non-profit organization that provides child care and children's services. The organization offers a number of programs serving families of various language, cultural and ethnic backgrounds. Services include four child care facilities, one of which is for infants; an alternative payments program which offers child care subsidies to parents who work, or are enrolled in educational or job training programs; family daycare provider education, in-service training, and support; a lending library; a parent-child play group; a home-based program which is funded by the State Office of Child Abuse Prevention and offers bilingual outreach, translating services, support services, and parenting education classes to Asian-Pacific Islander families and children in the Tenderloin; parenting education; respite care; tobacco prevention; sexual abuse prevention; and a quarterly newsletter. Wu Yee is also the fiscal agent for the new Chinatown Beacon Center in collaboration with the Children's Council that serves children and families. Through its various programs, Wu Yee currently provides preventive services to 500 children a year and expects the number to double with the new Beacon Center. Programs are generally geared to serve low-income Asian families with children, but will accept all. Wu Yee does not charge a fee for service. Although some parents do pay full fee for child care, generally, child care is subsidized by government grants. The organization's cost for child care is \$500 annually per child, and other programs can cost up to \$1,000

per child annually. The Beacon Center will have community organizations to inform the public of available services. Wu Yee offers families general support, parent education, informal support groups for parents, a parent empowerment project, and includes parents in advocacy efforts and decision-making processes. The organization self evaluates through client feedback through surveys and focus groups. The child care programs have ongoing progress reports and utilize pre and post tests. The Beacon Center will have a formal evaluation process built into the program. Given additional resources, Wu Yee would like to expand its resources in the future to offer residential services to youth.

## Youth Guidance Center Improvement Committee

### FOCUS Vocational Enrichment Program

The FOCUS Vocational Enrichment Program (FOCUS) is one of three components of the San Francisco Juvenile Probation Department's overall vocational skills program. In addition to FOCUS, the Department provides job awareness workshops for youths incarcerated at the Juvenile Hall and carpentry, horticultural/landscape, culinary arts, and job readiness training for juvenile offenders held at the Log Cabin Ranch facility. These programs are limited due to recent funding reductions. FOCUS provides first-time and repeat juvenile offenders (ages 15 to 18), some of which are on general probation with basic computer literacy and job-readiness training in an after-school setting, two hours daily, five days a week during a three month period. Successful graduates are placed in actual employment (program staff currently report a 76% placement rate) where their progress is reviewed by FOCUS staff at 30, 60, and 90 day intervals. Although all FOCUS clients are juvenile offenders, some returning from correctional institutions, the program does not encourage the enrollment of youth as a condition of probation or parole; because successful participants are ultimately assigned to actual employment, FOCUS staff attempt to target only those youth that have expressed a genuine desire to be employed. The majority of youth who enroll in FOCUS are referred by Probation Officers. There are currently 15 youth enrolled (the maximum number that may be served in each three-month cycle). The annual cost per youth is approximately \$1,776. Besides contacting parents or guardian's to report their youth's behavior and attendance, FOCUS staff do not work with families. FOCUS has not had a formal evaluation. Data is collected on the number of youth successfully completing the program, the number of youth successfully placed in employment, and rates of recidivism for FOCUS participants. FOCUS is currently in the process of expanding its capacity to serve 90 rather than the current 60 youths on an annual basis.

## C. COMMUNITY SUBSTANCE ABUSE SERVICES (CSAS) PROGRAMS

### BAYVIEW HUNTERS POINT FOUNDATION FOR COMMUNITY DEVELOPMENT, INC.

The Bayview Hunters Point Foundation for Community Development, Inc. (BHPPF) is a non-profit, community-based human services agency created to address the needs of a predominantly African-American community where essential social services such as legal assistance, drug and alcohol rehabilitation, and mental health care were unavailable. In addition to a wide variety of services for all age groups, the foundation provides several services specifically targeting youth (primarily in the southeast area of San Francisco) including: substance abuse treatment; counseling and home supervision for juvenile probationers; adult mentoring for emotional and career guidance; and, gang prevention services. All of BHPPF youth services are employed in the foundation's contract with the San Francisco Juvenile Probation Department to provide neighborhood-based supervision services for youth on probation under the Department's Intensive Home Based Supervision Program (IHBS). IHBS is a neighborhood based, multi-service, intervention and treatment program for high risk, repeat offenders who have been returned to their homes and communities on probation. The primary objective of the program is to disrupt the repetitive cycle of juvenile delinquency, reduce recidivism, hold youths accountable for their behavior and provide juvenile offenders with the best possible care and guidance consistent with a young person's best interest and the safety and protection of the general public. BHPPF meets with the Juvenile Probation Department on a regular basis to discuss the profiles of potential clients for its IHBS services; the majority of youth served by BHPPF are African-American and reside in the Southeastern area of San Francisco. Upon accepting a youth, BHPPF is immediately required to complete a comprehensive needs assessment and service plan for each youth which includes, at a minimum, the following: an interview with the client, his or her family and Probation Officer; an extensive review of the dynamics of the case; a review of the conditions of probation; a review of the individual's family history; an evaluation of the need for individual and/or family counseling; an evaluation of the client's educational skills and needs; an assessment of medical, psychiatric, and health education needs; and, a review of the client's history of alcohol and drug use. Once the client's needs have been determined, BHPPF staff develop a written plan to address these needs and coordinate and supervise service delivery. BHPPF is required to have daily contact with clients, including at least three in-person contacts each week; furthermore, BHPPF staff randomly contact both the client's home to ensure compliance with court-mandated curfews and school to ensure regular attendance. The IHBS program is structured to serve eight youths per six month period at an average annual cost of \$3,000 per youth. BHPPF services have not been formally evaluated by an outside professional.

### CENTER FOR HUMAN DEVELOPMENT

The Center For Human Development (CHD) is a non-profit organization that operates programs in Bay View Hunters Point, Chinatown Youth Center, Community Day Schools, Ella Hill Hutch, and the Mission District. Programs include a summer day camp and a teen leadership council; weekly support groups in which teens learn positive life skills and help one another to lead healthy, drug-free lives; training for parent or community volunteers to present health promotion curricula to elementary-age students in grades kindergarten through six; training for high school student volunteers to present a seven-session health promotion curricula to seventh and eighth graders); and a program

which works with Community Day Schools to bring a multicultural awareness to some of San Francisco's highest-risk youth. CHD serves youths, primarily high risk, in grades kindergarten through 12. CHD's mentorship programs focus on youths ages 14 to 17. The program accepts youths who are gang involved or have a history of violence or substance abuse, but clients must be enrolled in school and demonstrate interest in having a mentor. The program runs for nine months in conjunction with the school year, and staff have contact with clients two times weekly for the duration of a class period. Program supervisors work with families through a series of six-session workshops entitled *Strengthening Family Ties*. Most youths become involved in the program through the Community Day School system where they hear about the organization in health promotion presentations. Teachers may also refer youths to CHD. The organization accepts clients returning from Juvenile Hall, Log Cabin and CYA. No clients are currently in the program as a condition of probation or parole. Operating at an estimated \$20 per hour of service per youth, the organization currently serves 268 youth in San Francisco. The organization's maximum capacity at any one time varies per site. At its current capacity, CHD could serve additional juvenile justice referrals and is looking to add a component in Log Cabin.

## LARKIN STREET YOUTH CENTER, INC.

Larkin Street Youth Center, Inc. offers a continuum of services to homeless and run-away youths, ages 12 to 23 who come to San Francisco from all over the country. Larkin Street offers year-round, 24 hours a day prevention, intervention, and treatment services including a medical center on site, case management, and family intervention through two points of entry. The first is a drop-in center that is open from 9:30 AM to 9:30 PM on Larkin Street where young people can come to get their basic needs met for food, a shower, and clothing. The second referral center is on Haight Street, where Larkin has a store front facility. Larkin Street also has a 20-bed emergency shelter located on Central Street and is open from 9:30 PM to 9:30 AM. Another program in Larkin Street is Avenues to Independence, a transitional living program that serves young people, ages 18 to 23, who are no longer eligible for youth services. The residential program serves 12 young people at one time and has a waiting list. Clients in Avenues to Independence pay rent, practicing skills for the "real world." Larkin Street also serves 18-23-year-olds who are living with HIV and is in the process of constructing a 12-bed licensed care facility for youths disabled by AIDS. The center offers a vocational training program for youths who are eligible to work, a Foster Family Program for 25 youth ages 12 to 17, and a respite volunteer service for the foster parents. In collaboration with the San Francisco Unified School District, Larkin Street offers an accredited school for youths ages 12 to 17. The school is not intended to be a four-year program. Larkin Street offers an after care program, serving a maximum of 50 people at any one time through scattered site housing.

Staff contact with the clients varies, depending upon a client's needs. While they remain in the program, some clients see staff daily; others may see staff as needed for a period up to three years. Program supervisors work with families to a limited extent, occasionally calling parents to determine whether it may be possible for a youth to return home. Since some clients come to San Francisco from across the country, distance often precludes contact with families. Seventy-five percent of the organization's clientele come from neglectful or abusive environments, and 65% cannot return to homes in untenable living environments. Most clients become involved in the program by street outreach or referral from word of mouth or friends. The organization offers active outreach with staff who go into the city on foot and by van to connect with young people. Larkin Street staff hand out prevention supplies (condoms and bleach), but their primary mission is to get young people into their centers. The organization accepts clients returning from Juvenile Hall, Log Cabin and CYA. An

estimated 25% of the clients are currently on probation or parole. Protocol for these clients involves making reports to probation officers upon request. The center could accept additional juvenile justice referrals at its current capacity. Operating with an annual budget of \$4.5 million for 1996-97, the organization serves an estimated 1,800 clients per year, currently serving an estimated 100 to 120 clients on a daily basis. On a given day, the organization has the capacity to serve 100 juveniles. Larkin Street measures success through quantifiable statistics, qualitative assessments, and follow-up reports. The organization has a full-time research coordinator on staff, and reports a 69% success rate for young people who stay off the street after involvement in the program. The program is interested in expanding its residential services if additional resources are provided.

## WALDEN HOUSE ADOLESCENT PROGRAM

Walden House Adolescent Program is a highly structured, long-term residential facility housing 60 clients ages 13 through 17, of varied racial and ethnic backgrounds, and from counties throughout California. Currently, four participants are San Francisco residents. Many Walden House adolescents are dual and triple diagnosed with histories of substance abuse and a range of emotional and behavioral disorders. They are referred by probation officers, social workers, and educational representatives. The program is based on the principles of therapeutic communities with an emphasis on group psychotherapy. Residents have weekly sessions with licensed therapists, and a staff psychiatrist oversees all treatment planning including recreational activities. The education component includes an on-site, state certified non-public school for clients with special education needs and regular classrooms in cooperation with San Francisco Unified School District that lead to high school diplomas. Services are funded through a variety of sources including Community Substance Abuse Services and the Department of Human Services.

## Westside Community Mental Health Center, Inc. CHILD, YOUTH & FAMILY SERVICES DIVISION

The Child, Youth and Family Services Division is a newly created component of Westside Community Mental Health (WCMH) bringing together the following services: assessment, prevention, education, intervention, crisis stabilization, case management, and treatment. The range of programs varies tremendously and are targeted to youth who have minor needs as well as youth who have substantial mental health needs. WCMH offers the following programs:

- San Francisco Youth Court - Through a contract with San Francisco Youth Court, WCMH provides brief mental health assessments of youth between the ages of 11 to 17 years who have received their first violation of the law. WCMH conducts family assessments of youth with a particular emphasis on the mental health needs of the client and/or his/her family. Emphasis is placed on providing concrete referral information to the families who are assessed as part of their enrollment in the San Francisco Youth Court program;
- Telegraph Hill - WCMH provides outpatient individual and family therapy to clients enrolled in the Telegraph Hill after-school program. These clients typically are between the ages of six and 12 years and are beginning to exhibit difficulty in social interactions with youth at the after-school community center, in the home, and/or in the school setting. Clients are seen on a weekly basis for individual therapy and family therapy is scheduled as clinically indicated. In addition to the psychotherapeutic services offered, WCMH also provides quarterly consultation to the staff of the Telegraph Hill Community Center. Consultation is principally provided to the child-care

workers to assist them in understanding and managing behavioral difficulties, substance abuse, and mental health needs;

- SED Partnership - WCMH has been providing on-site mental health services to elementary school-aged children (kindergarten through fifth grade) for two years. In this collaborative effort between the San Francisco Unified School District, Department of Public Health and WCMH, individual, group, and family therapy are provided to students enrolled in a classroom for seriously emotionally disturbed children at a public elementary site. In addition to the services provided directly to the students, consultation is provided to the classroom instructor and case management and advocacy are provided to the parents of enrolled children;
- Youth Awareness Program - The Youth Awareness Program (YAP) is an outpatient substance abuse prevention, education, intervention, and treatment substance abuse program for 11-25-year-olds. Participants are referred to YAP primarily through probation or parole officers, family members and self-referrals. YAP is a six-month program, and clients meet with their counselors twice per week for individual and group therapy. YAP targets youth and young adults who have been arrested or convicted of illicit substance sales and/or use. An estimated 20-30% of YAP's clients are on probation. The overall annual budget for YAP is \$403,000 for 1996-97 including funding for the Telegraph Hill and Youth Court programs. YAP currently serves 85 clients and has a maximum capacity of 120 at one time.
- Westside School, adolescent day treatment service and school - Westside School is a small structured educational environment integrated with intensive mental health services for youth between the ages of 12 and 18 years offering a full middle and high school curriculum. Students are referred to the program through the Interagency Intensive Services Screening Committee, a joint committee of the Division of Mental Health and Substance Abuse Services, Children's Services Department and the San Francisco Unified School District. The program serves students identified as seriously emotionally disturbed (SED) who are either stepping down from more intensive levels of care such as the state psychiatric hospital, residential treatment facilities or who are being placed in the day treatment program (a more intensive community based environment) in an effort to prevent the need for more restrictive care. Day Treatment School staff provide the mental health services to clients and also coordinate other services provided to enrolled clients by social workers through the Department of Human Services, probation officers, public defenders, case managers, special education service providers, and or group or foster home care providers. Students attend the Day Treatment School for six and a half hours per day for their academic program and therapy. Family therapy is offered to a number of clients ranging from weekly to monthly. Monthly parent education groups are held to both inform and involve parents in their student's education. The school is open 11 months out of the year for education and clinical services, and the clinical staff continue to see clients for the 12th month. The school can serve a maximum of 23 clients at any one time and currently serves 18 clients; and,
- Young Women Arise - See separate listing for Young Women Arise.

WCMH targets African-American youth from all over San Francisco; 95% of the clientele are African-American, 70% are male. The organization accepts clients from Juvenile Hall, Log Cabin and CYA, for whom WCMH staff report routinely to probation officers. The organization could accept a few additional juvenile justice referrals at its current capacity. WCMH operates at \$144 per day per student for the educational component, \$80 per day per student for mental health services, and \$65 per youth per day in the Youth Awareness component. For 1996-97, WCMH has an annual budget of \$423,000 for the school and \$323,000 for the mental health component. The program is interested in expanding to offer residential services in the future if additional resources are provided.

## D. JUVENILE PROBATION PROGRAMS

### COME INTO THE SUN / YWCA GIRLS MENTORSHIP PROGRAM

Come Into The Sun / YWCA is a non-profit girls mentorship program. For over three years, the program has been offering one-on-one mentorship services to young San Francisco women, ages 11 to 18, who are at-risk or who are involved with the juvenile justice system. Mentors and peer counselors work with the clients to develop action plans including concrete educational, career, health and social skill goals. The program offers prevention services for its clients identified as at-risk by teachers, counselors and social workers, and intervention services for the girls on probation. The program runs for 18 months. The mentors are women from diverse racial and ethnic backgrounds who meet with the clients at least once a week. They also hold group activities every six weeks. The organization is beginning to work with families. The organization recently started a counseling service and offers services for family members. Most clients become involved in the program by referral from the San Francisco Juvenile Probation Department, but schools and other social service agencies may make referrals as well. The organization serve clients returning from Juvenile Hall, but does not accept clients from Log Cabin or CYA. One client is currently in the program as a condition of probation, and official protocol with regard to that client involves routine reporting to the probation officer. The organization currently serves 19 clients, with an annual estimated budget of \$90,000 for 1996-97. In 1995-6, the organization served 32 clients with a budget of \$57,294, and in 1994-5 served 33 clients with a budget of \$60,950. At any given time, the organization has the capacity to serve a maximum of 24 clients and stays at capacity. An outside evaluator from the U.C. Institute for Health Policies recently completed a year-long qualitative study of the organization.

### OFFICE OF SAMOAN AFFAIRS

The Office of Samoan Affairs (OSA) is under contract with the San Francisco Juvenile Probation Department to provide neighborhood-based supervision services for youth on probation under the Department's Intensive Home Based Supervision Program (IHBS). IHBS is a neighborhood based, multi-service, intervention and treatment program for high risk, repeat offenders who have been returned to their homes and communities on probation. The primary objective of the program is to disrupt the repetitive cycle of juvenile delinquency, reduce recidivism, hold youths accountable for their behavior and provide juvenile offenders with the best possible care and guidance consistent with a young person's best interest and the safety and protection of the general public. OSA meets with the Juvenile Probation Department on a regular basis to discuss the profiles of potential clients for its IHBS services; the majority of youth served by OSA are of Samoan or Pacific Islander descent and recent in the Southeastern area of San Francisco. Upon accepting a youth, OSA is immediately required to complete a comprehensive needs assessment and service plan for each youth which includes, at a minimum, the following: an interview with the client, his or her family and Probation Officer; an extensive review of the dynamics of the case; a review of the conditions of probation; a review of the individual's family history; an evaluation of the need for individual and/or family counseling; an evaluation of the client's educational skills and needs; an assessment of medical, psychiatric, and health education needs; and, a review of the client's history of alcohol and drug use. Once the client's needs have been determined, OSA staff develops a written plan to address these needs and coordinate and supervise service delivery. OSA is required to have daily contact with clients, including at least three in-person contacts each week; furthermore, OSA staff randomly contact

both the client's home to ensure compliance with court-mandated curfews and school to ensure regular attendance. OSA currently serves seven youths under the IHBS program; the program is structured to serve eight youths for every six month period. The average cost per client is \$3,000 per year. OSA's services have not been formally evaluated by an outside professional.

## OMEGA BOYS CLUB

The Omega Boys Club (OBC) provides a variety of youth development and violence prevention services to primarily at-risk, African-American youths (both males and females). Although youths may participate in all of its activities, OBC services are divided into two primary components: academic outreach and violence prevention. The academic outreach component provides college preparatory and employment and entrepreneur training courses each offered once a week. Each course emphasizes the improvement of verbal and written expression as well as the enhancement of critical thinking skills. College-bound students receive SAT preparatory training and assistance with college applications, financial aid forms, and searches for scholarship assistance; many are eligible for OBC scholarship assistance as well. Employment-bound students receive assistance with GED test preparation and skills training, including support while completing internship and apprenticeship requirements. OBC's violence prevention program (Street Soldiers) includes the following services: institutional violence prevention in which OBC staff, volunteers, and OBC-trained peer counselors work with incarcerated youth (at Juvenile Hall, Log Cabin Ranch, and the California Youth Authority) to instruct them in the skills of conflict avoidance and resolution; community violence prevention in which OBC staff provide violence prevention training for other community agencies, schools, and other organizations; the Street Soldier radio talk show (currently broadcast in Northern and Southern California) is a call-in forum for youths and adults to discuss and resolve issues involving drugs, violence, and other related topics; and, a telephone hotline source for youths and adults seeking information and assistance regarding illegal drugs, violence, and related issues. There are approximately 60 youths currently enrolled in OBC's academic component; because of the nature of OBC's violence prevention component's structure, its enrollment varies weekly. Youth become involved in OBC activities primarily as a result of word of mouth and the organization's community outreach efforts. Aside from contacting a youth's home when he or she is absent from a class, OBC staff generally do not work directly with families. OBC has not been formally evaluated by an outside professional; managerial staff use participant graduation and recidivism rates as indicators of program effectiveness.

## SAN FRANCISCO JUVENILE PROBATION PARENTING PROGRAM

The Parenting Skills Program began in 1987 as a twice-monthly meeting for parents of youth in residential treatment facilities. Primary participants are parents of delinquent and pre-delinquent youths ages eight through 17. The program currently consists of ten sessions which are completed within a three-month period. It emphasizes parent-child communication skills using videos, guest speakers, and educational instruction. The Probation Department funds a bilingual facilitator and administrative assistant for the program at \$40,000 per year. The San Francisco Voluntary Auxiliary covers costs of food for meetings at \$250 per month, and the Department of Human Services pays \$150 per court-ordered parent. The probation officer who directs the parenting program is committed to program expansion and would like to see the program offered in languages in addition to English and Spanish.

## SAN FRANCISCO BOYS AND GIRLS HOME

The San Francisco Boys and Girls Home (BGH) offer three types of residential services to San Francisco youth: the Boys and Girls Group Homes - two long/short term facilities specifically for boys and girls respectfully; and, the San Francisco Boys Home Pre-placement Center - a service under contract with the Juvenile Probation Department to provide short-term shelter to Section 602 offenders ages 12 to 18. Although the Boys and Girls group homes house out of town as well as San Francisco youth, the pre-placement center serves San Francisco youth exclusively who are waiting to go to court ordered out-of-home placement. The shelter housed 102 San Francisco youth in 1996. Youth are referred to the pre-placement center by the Juvenile Probation Department. Once a youth is placed in the center, he or she may attend school (located on-site), is allowed regular family contact along with various recreational opportunities. Additionally, the center provides family counseling through its family re-unification program in an effort to prevent out-of-home placement. All three residential facilities are currently operating at capacity levels which are: 10 in the boy's group home, 10 in the girl's group home, and eight in the pre-placement center. The SFBGH group homes serve 12-15 San Francisco youth per year. The estimated average annual cost per youth for all three facilities is \$30,000; the Juvenile Probation Department contracts for \$168,000 annually for pre-placement center services. Although BGH programs have not been professionally evaluated, they are reviewed by the California Services for Children (an association in which BGH is a member).

## YOUTH ADVOCATES

Youth Advocates Inc. (YA) is currently under contract with the San Francisco Juvenile Probation Department to implement Status Offender Intake and Shelter Services (SOISS), a comprehensive, community-based shelter and counseling system for all youth (primarily ages 11 to 18) who exhibit status offender behavior (i.e. running away, beyond parental control, truancy) and their families/guardians. The establishment of a community-based "Central Receiving Facility" (Huckleberry House) was the result of years of advocacy to improve the Status Offender System and move it out of the Youth Guidance Center. Family reunification is emphasized. Prior to 1989, the Probation Department placed ninety 601's out-of-home annually. Now the average number of 601 petitions for out-of-home placement is 13. YA is also required to administer the 601 court wardship process, including preparing the court affidavit, working with the family, coordinating with the Probation Officer contract liaison, providing interim care pending long-term placement and assisting in identifying a long-term placement. Other contractual services include: a 24-hour hotline for information, crisis intervention and access to community resources; a family counseling unit for both crisis and reunification counseling; and, medical care. In addition to Juvenile Probation contractual services, YA offers peer-led HIV and drug abuse prevention education and individual case management through its Cole Street Clinic (community-based comprehensive adolescent health care). Youth became involved with YA primarily through referrals (both agency and self). Although SOISS does not accept juvenile offenders for residential treatment, these youth may be treated at the Cole Street Clinic. The majority of youth reside in Huckleberry House for one to two weeks and receive counseling for two to three months; they may use clinic services up until age 18. Twenty to 30 clients are currently enrolled in the SOISS (the maximum at any one time); the clinic is equipped to serve over 1600 youth on an annual basis. During FY 1995-96 Huckleberry House saw 662 teens (60% female and 40% male) and Cole Street saw over 1,400 teens. The combined annual budget for all YA services is \$1.6 million ( \$800,000 for Huckleberry House, \$500,000 for the Cole Street Clinic, \$300,000 Administration). Huckleberry House is monitored by an on-site Probation Officer; the Cole Street Youth Clinic was recently evaluated by Harder & Co. In addition to expanding its residential and

health services, YA is interested in providing counseling services that are neighborhood-based and accepting clients as a condition of probation or parole should the necessary resources become available in the future.

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